

Warwickshire Police and Crime Panel

3 February 2014

Agenda

A meeting of the Warwickshire Police and Crime Panel will be held in **Committee Room 2, Shire Hall, Warwick** on **3 February 2014, commencing 3.00 p.m.**

1. General

(1) Apologies

(2) Members' Disclosures of Pecuniary and Non-Pecuniary Interests

Members are required to register their disclosable pecuniary interests within 28 days of their election of appointment to the Council. A member attending a meeting where a matter arises in which s/he has a disclosable pecuniary interest must (unless s/he has a dispensation):

- Declare the interest if s/he has not already registered it
- Not participate in any discussion or vote
- Must leave the meeting room until the matter has been dealt with (Standing Order 42).
- Give written notice of any unregistered interest to the Monitoring Officer within 28 days of the meeting

Non-pecuniary interests must still be declared in accordance with the new Code of Conduct. These should be declared at the commencement of the meeting.

(3) Minutes of the meeting held on 22 November 2013

2. Appointment of Vice-Chair

To appoint a Vice-Chair for the Warwickshire Police and Crime Panel for the remainder of 2013/14.

3. Report of the Budget Working Group

To consider the report and minutes of the Budget Working Group which met on 16th January 2014 and to formally appoint a Conservative member to the Working Group.

4. Proposed Local Police Precept 2014/15

The Police and Crime Commissioner is required to submit his proposed precept by 1st February 2014 for review by the Panel. The Panel is required to review and make a report to the Commissioner on the proposed precept by 8th February 2014.

The Panel has the option to veto the precept by a two thirds majority of the total Panel membership (i.e. eight members). If that should happen, the Police and Crime Commissioners must submit a revised precept by 15th February 2014 which the Panel must review (but has no further power of veto) and respond to by 22nd February 2014. The PCC must publish a response by 1st March 2014.

5. Refresh of the Police and Crime Plan 2013-17

To consider the Police and Crime Commissioners proposals regarding the refresh of the priorities included in the Police and Crime Plan 2013-17.

6. Recent Activity and Decisions Taken by the Police and Crime Commissioner

To consider an update on the activity and decisions taken by the Police and Crime Commissioner since the last meeting of the Police and Crime Panel.

7. Staffing of the Office of the Police and Crime Commissioner

To consider a report which details the staffing and budget of the Office of the Police and Crime Commissioner.

8. Special Constables

To consider the number of Special Constables, the rank structure, training provision and other processes in place to support the Special Constabulary, including performance information.

9. Any Urgent Items

At the discretion of the Chair, items may be raised which are considered urgent (please notify Democratic Services in advance of the meeting).

10. Updated Action Plan and Dates of Future Meetings 2014/15

To consider action taken since the last meeting and agree meeting dates for 2014/15, including the proposal for an additional meeting in March 2014.

11. Report Containing Confidential or Exempt Information

To consider passing the following resolution: *“That members of the public be excluded from the meeting for the item below on the grounds that their presence would involve the disclosure of confidential or exempt information as defined in Paragraph 2 of the Local Government Act 1972.”*

Complaints

To consider a verbal update on any complaints received and considered regarding the conduct of the Police and Crime Commissioner or the Deputy Police and Crime Commissioner.

Warwickshire Police and Crime Panel Membership

Councillors:

Councillor Michael Coker	Warwick District Council
Councillor Nicola Davies	Warwickshire County Council
Councillor Peter Fowler	Warwickshire County Council
Councillor Dennis Harvey (Chair)	Nuneaton and Bedworth Borough Council
Councillor Phillip Morris-Jones	Warwickshire County Council
Councillor Peter Morson	North Warwickshire Borough Council
Councillor Derek Poole	Rugby Borough Council
Councillor Gillian Roache	Stratford-upon-Avon District Council
Councillor Jenny Fradgley	Warwickshire County Council
Councillor June Tandy	Warwickshire County Council

Co-opted Independent Members:

Bob Malloy
Robin Verso

For queries regarding this agenda, please contact:
Georgina Atkinson, Democratic Services Team Leader
Tel: (01926) 412144, e-mail: georginaatkinson@warwickshire.gov.uk

JIM GRAHAM
Chief Executive
Shire Hall
Warwick

Minutes of the meeting of the Warwickshire Police and Crime Panel held on 22 November 2013

Present

Members of the Panel

Councillors:

Nicola Davies	Warwickshire County Council
Michael Doody	Warwick District Council
Dennis Harvey (Chair)	Nuneaton and Bedworth Borough Council
Peter Fowler	Warwickshire County Council
Jenny Fradgley	Warwickshire County Council
Phillip Morris-Jones	Warwickshire County Council
Peter Morson	North Warwickshire Borough Council
Derek Poole	Rugby Borough Council
Gillian Roache	Stratford-upon-Avon District Council
June Tandy	Warwickshire County Council

Co-opted Independent members

Bob Malloy
Robin Verso

Office of the Police and Crime Commissioner

Ron Ball	Police and Crime Commissioner
Dave Clarke	Treasurer
Neil Hewison	Chief Executive
Rob Phillips	Deputy Chief Finance Officer
Chief Inspector Slemensek	Warwickshire Police
Eric Wood	Deputy Police and Crime Commissioner

Warwickshire County Council Officers

Georgina Atkinson	Team Leader, Democratic Services
John Betts	Head of Finance
David Carter	Strategic Director, Resources Group
Neil Ovard	Risk and Assurance Officer
Jane Pollard	Governance Advisor
Janet Purcell	Democratic Services Manager

Members of the Public

Two members of the public

**Minutes of the meeting of the Warwickshire Police and Crime Panel
held on 22 November 2013**

		ACTION
1.	Apologies for absence	
	There were no apologies for absence.	
2.	Members' Disclosures of Pecuniary and Non-pecuniary Interests	
	There were no declarations of interest.	
3.	Minutes of Previous Meetings	
	That Police and Crime Panel agreed that the minutes of the meeting held on 27 th September 2013 be signed by the Chair as a true and accurate record.	
4.	Strategic Alliance and Local Policing	
	<p>Chief Inspector Slemensek, Warwickshire Police, presented the Police and Crime Panel with an overview of the new policing model that had been adopted by the Warwickshire and West Mercia forces on 30th September 2013. He advised that the model provided a single framework for service delivery across the Strategic Alliance which encompassed seven policing areas: two in Warwickshire (North and South) and five in West Mercia. The Alliance had been divided into four directorates: Finance, Enabling Services, Protective, and Local Policing.</p> <p>The presentation continued with an overview of the Local Policing Directorate which primarily delivered localised services, such as patrols, the Safer Neighbourhood Teams (SNTs) and operations support. There were 33 SNTs within Warwickshire, a number of which had been identified as Areas of Higher Demand (AHD) due to the rate of crime and anti-social behaviour within those localities. AHDs were provided within greater staffing support in order to manage a higher workload. Chief Inspector Slemensek advised that crime patterns were monitored regularly so that resources were deployed correctly in response to changing circumstances.</p> <p>A closer alignment of the SNTs with specialised services, such as the Anti-Social Behaviour Co-ordinator and the Youth Offending team, had given the SNTs a greater understanding of key issues and thereby had improved their ability to respond positively and effectively to those issues. There was also essential liaison with the district Community Safety Teams to share intelligence in respect of local policing issues.</p> <p>A number of members stressed the importance of regular communication with members of the public and requested assurance that the relationship between the community and the SNTs would be positively maintained. In response, Chief Inspector Slemensek assured the Panel that it was a priority to deliver staff continuity within the SNTs</p>	

**Minutes of the meeting of the Warwickshire Police and Crime Panel
held on 22 November 2013**

	<p>in order to avoid disruption to the service and members of the public. He accepted that regular communication was essential and explained that the SNT websites were currently being improved to ensure accuracy in local policing structures and contact details. In addition, the use of social media was being explored for greater communication.</p> <p>In response to a question raised, Chief Inspector Slemensek advised that the number of Police Constables (PCs) and Police Community Support Officers (PCSOs) had reduced slightly following the introduction of the new policing model; however, all 33 SNTs had been retained and the increased visibility of PCs and PCSOs was a priority for the force.</p> <p>With regard to the recruitment of Special Constables (SCs), the Panel was informed that this was a priority for both Warwickshire and West Mercia and it was essential that the recruitment, induction and support was robust to ensure that the SCs had a meaningful role in protecting the public from harm. Members noted that there would be a recruitment campaign in the new year to attract additional volunteers to the role.</p> <p>The Police and Crime Panel agreed to:</p> <ol style="list-style-type: none"> 1) Note the presentation; and 2) Request that a mapping structure of the SNTs be provided to elected members to share with the public; and 3) Request that the SNT structure and contact details be published in existing District, Borough and/or Parish Council publications and the Neighbourhood Watch publication, 'Newsbeat'. 	<p>Chief Inspector Slemensek</p> <p>Chief Inspector Slemensek</p>
5.	Budget Monitoring – Quarter 2 Outturn Report	
	<p>Dave Clarke, Treasurer (Office of the Police and Crime Commissioner) provided the Police and Crime Panel provided an update on the financial forecast for 2013/14 across the Alliance. The revenue budget had currently forecast a £14.581 million underspend, much of which (but not all) had come from early delivery of the savings plans. There had also been slippage in the capital expenditure budget with further slippage expected. This had been attributed to the delay in approval of the Estates Strategy and a focus on the People Movement Plan which had required considerable resourcing.</p> <p>The Panel was informed that the Medium Term Financial Plan (MTFP) would be remodelled and subsequently shared with the Panel's Budget Working Group in the near future. The current plan demonstrated a funding gap of £28.916 million across the Alliance and further financial pressures were anticipated. As the grant settlement for 2014/15 was not likely to be announced before 18th December 2013, finalising the MTFP and the detailed budget would be delayed. Furthermore, the</p>	

**Minutes of the meeting of the Warwickshire Police and Crime Panel
held on 22 November 2013**

	<p>2015/16 settlement would not be confirmed until a later date which would have implications for the MTFP.</p> <p>With regard to the Innovation Fund, Dave Clarke explained that as the Alliance had been recognised recently by the HMIC as the most successful collaboration, it was considered to have a very strong case for any bid. To conclude, he reported that a number of budgets would be revised from a zero base which would address continued underspends and release money to support projects on a long-term basis which would ensure some continuity and reassurance.</p> <p>A number of members of the Panel expressed concern at the level of underspend and the extent to which that had affected service delivery. In response, Dave Clarke agreed that while cost centre management could always be improved, budget management processes were generally sound. It was anticipated that next Comprehensive Spending Review would reflect a similar funding reduction to CSR 2010, the impact of which would be mitigated by the Alliance's current and future savings plans.</p> <p>The Police and Crime Panel agreed to note the report.</p>	
<p>6.</p>	<p>Report on the Work of the Police and Crime Commissioner</p>	
	<p>Ron Ball, Police and Crime Commissioner, reported that overall crime figures remained 3.5 per cent lower than last year. Conversely, the number of sexual assaults reported to the Police had increased which indicated greater confidence in reporting of the crime and not necessarily an increase in incidents.</p> <p>With regard to the events surrounding officers of the Police Federation and Rt. Hon. Andrew Mitchell MP, the Commissioner explained that from the outset he had consistently stated his view that the campaign by the Police Federation at the time of the incident was both improper and unprofessional and consequently the Rt. Hon. Andrew Mitchell MP had been detrimentally affected and was, in his opinion, due an apology. In his role in holding the Chief Constable to account, the Commissioner had proposed to schedule a public meeting to share material with the press and public and answer any questions raised with regard to the incident and the role of the Chief Constable. He explained that he had reviewed and taken legal advice on the decisions made by the Chief Constable and believed that those decisions were both legally and morally sound. To conclude, the Commissioner stressed that he did not have an opinion in respect of whether the PCs involved in the incident were either guilty or innocent; what he believed was their entitlement to a fair hearing by an independent panel of people.</p>	

**Minutes of the meeting of the Warwickshire Police and Crime Panel
held on 22 November 2013**

	<p>Councillor Fradgley commented that she had been contacted by a number of her constituents who had requested information and assurance from the Commissioner but had, to date, not received a response. The Commissioner explained that he was not aware of the requests from the public.</p> <p>Councillor Roache and Councillor Tandy expressed concern at the Commissioner's proposal to hold a public meeting as they considered it would draw unnecessary attention to the matter which now had to be dealt with by the Independent Police Complaints Commission (IPCC). Councillor Tandy added that she had not been approached by any of her constituents in relation to the incident.</p> <p>Councillor Davies considered that the incident was an important issue and that it had had a negative impact on the public's perception of the Police.</p> <p>Although there were differing views about the impact of the incident on the public's confidence in the Police, the Panel agreed that it did not have any specific issues to report in respect of the role of the Police and Crime Commissioner.</p> <p>The item continued with an update on the Stage 2 Transfer of employees between the Office of the Police and Crime Commissioner (OPCC) and that of the Chief Constable. It had been hoped that given the development of the Strategic Alliance, Warwickshire and West Mercia would be exempt from the transfer requirement; however, this request had not been accepted and subsequently a transfer scheme would be implemented in April 2014. It had been agreed that with the exception to the immediate OPCC staff, all other civilian staff should transfer to the employment of the Chief Constable.</p> <p>The Panel was advised that the OPCC had recently advertised three Policy and Research Officer posts and candidates would be interviewed on 4th December 2013. In addition, an officer would be seconded to the OPCC to lead on the commissioning of the Victim Support service. It was therefore anticipated that the OPCC would be fully staffed by early 2014 and the Commissioner expressed his gratitude for the existing staff that had supported him during the interim period.</p> <p>The Panel asked for clarification regarding the term of office of the Interim Chief Executive as it had understood that the appointment was limited. The Panel was assured that the Interim Chief Executive position had come to an end but that Mark Gore had been reappointed on a temporary basis to provide cover for the vacancies in the team.</p> <p>The Commissioner reported that the Strategic Alliance with West Mercia had been recently recognised by the HMIC as a successfully model of Police service delivery and savings. It was considered that</p>	
--	---	--

**Minutes of the meeting of the Warwickshire Police and Crime Panel
held on 22 November 2013**

<p>the performance of the two forces had not been negatively affected despite the considerable reorganisation of services and the Commissioner expressed gratitude to the previous work of the Police Authority in the development of the Alliance before he took office. He advised the Panel that there were no plans for a merger and each force would retain its individual Chief Constables until at least 2016.</p> <p>Eric Wood, Deputy Police and Crime Commissioner, explained that the model of policing implemented through the Alliance was not static and would evolve in response to the changing role of the Police. It was considered that the Police would become increasingly required to deliver support services that were no longer provided by local authorities and the Third Sector following significant cuts to their budgets. Although crime rates were decreasing on a consistent basis, the demands on the Police force were considered to be increasing and it was essential that the OPCC worked closely with local authorities and the Third Sector to ensure that key services were not being overlooked.</p> <p>Councillor Gillian Roache requested that the Commissioner explore the provision of funding support to the CCTV service. This was wholly delivered and funded by the Stratford District Council, yet was valued and used by the Police in apprehending and detecting crime. CCTV was also considered to reassure the public and reduce the fear of crime, which was a key measure for the Police to monitor. The Commissioner agreed to consider this proposal.</p> <p>A discussion took place with regard to the Community Safety Ambassadors (CSAs) that had been employed by the OPCC. The Panel expressed concern that the role of the CSAs was unclear and that a number had purportedly replicated the role of the local elected member. In response, the Commissioner explained that the CSAs had received training and should be aware of their role; however, he accepted that teething problems may occur with any new role and that any issues would be investigated.</p> <p>In response to a question raised regarding Community Safety Grants, the Commissioner explained that the grants had been awarded according to an evidence-based criteria and the Community Safety Grants Strategy would adopt the same principles as had been used previously.</p> <p>With regard to the increase in Special Constables, the Panel was advised that this was a key priority for the Police and Crime Commissioner. Inspector Slemensek advised that the current rate of recruitment was considered to be at a satisfactory level, given the considerable resources and training that was required upon their appointment. It was reported a review of recruitment for Special Constables, such as how the role was promoted to the public, would be undertaken ahead of the next campaign which would be launched in</p>	<p align="center">PCC</p>
--	---------------------------

**Minutes of the meeting of the Warwickshire Police and Crime Panel
held on 22 November 2013**

	<p>the new year. In response to concern that the SCs were not considered by the public to be visible, the Panel was advised that the level of visibility required by the public was often very challenging to achieve; however, the Commissioner was committed to increasing the number of SCs while also maintaining existing PC and PCSO levels.</p> <p>The Police and Crime Panel agreed to:</p> <ol style="list-style-type: none"> 1) Express that it did not have any issues to report in respect of the role of the Police and Crime Commissioner in the incident involving the Police Federation and the Rt. Hon. Andrew Mitchell MP; 2) Request that a report on the structure and budgeting of the Office of the Police and Crime Commissioner be presented at the next meeting; 3) Request that the rationale, funding sources and budget implications on any future proposed expansions of the OPCC be shared with the Police and Crime Panel at an early stage; 4) Stipulate that the role of its members in the appointment of staff to the OPCC was restricted to that of a non-voting observer; 5) Appoint Councillor Peter Morson to observe the interviews for the Policy and Research Officer posts on 4th December (and Councillor Peter Fowler as reserve); and 6) Request that a report on the role of the Special Constables, including details on recruitment, training and line management, be presented to the next meeting. 	<p>PCC</p> <p>PCC</p> <p>PCC</p>
7.	Police and Crime Plan 2013-17	
	<p>The Police and Crime Commissioner presented members with an update on the Police and Crime Plan 2013-17. He explained that the priority areas in the reduction of crime and disorder were cyber crime and fraud, as these were considered to be under-reported and victims were not sufficiently supported by Action Fraud.</p> <p>The Police and Crime Panel agreed to note the report.</p>	
8.	Work Programme	
	<p>The Police and Crime Panel agreed to:</p> <ol style="list-style-type: none"> 1) Appoint a small Working Group to review the Panel's Work Programme and allocate meetings dates for the remainder of 2013/14 and for 2014/15; and 	<p>Democratic Services</p>

**Minutes of the meeting of the Warwickshire Police and Crime Panel
held on 22 November 2013**

	2) Schedule a meeting of the Budget Working Group for 20 th December 2013.	
9.	Urgent Business	
	<p>Councillor Michael Doody explained that as he was stepping down from being Leader of Warwick District Council in the near future, it was unlikely that he would continue on the Police and Crime Panel. The Panel expressed its gratitude for Councillor Doody's input.</p> <p>Councillor Fowler requested an electronic version of the PCSO powers document.</p> <p>The Commissioner agreed to invite Neighbourhood Watch representatives to attend future meetings of the Police and Crime Panel.</p>	<p>Democratic Services</p> <p>PCC</p>

The meeting rose at 12.30 p.m.

.....
Chairman

Police and Crime Panel

3rd February 2014

Report of the Budget Working Group

Recommendations

That the Police and Crime Panel:

- 1) Considers the minutes Budget Working Group meeting in respect of the Police and Crime Commissioners proposed budget; and
- 2) Appoints a Conservative member to the Budget Working Group.

1.0 Background

1.1 A meeting of the Budget Working Group was held on 16th January 2014 to consider the budget report of the Office of the Police and Crime Commissioner. The areas that the Group considered included:

- Movement in the Alliance Base Budget 2013/14 – 2014/15
- Medium Term Financial Plan
- Reserves Strategy 2014/15 – 2018/19
- Revenue Budget Consultation
- Capital Programme

1.2 Following the resignation of Councillor Michael Doody (Warwick District Council), Cllr Gillian Roache was temporary substitute Conservative member at the Group meeting. The Conservative position on the Budget Working Group will now need to be reappointed by the Police and Crime Panel.

2.0 Key Findings

2.1 The minutes of the Budget Working Group meeting are attached at **Appendix A**.

Appendices:

Appendix A – Minutes of the Budget Working Group, 16th January 2014

	Name	Contact details
Report Author	Georgina Atkinson	georginaatkinson@warwickshire.gov.uk
Head of Service	Greta Needham	gretaneedham@warwickshire.gov.uk
Strategic Director	David Carter	davidcarter@warwickshire.gov.uk

**Minutes of the Police and Crime Panel – Budget Working Group
held on 16th January 2014**

Present:

Members of the Panel

Gillian Roache (Stratford-upon-Avon District Council)
Robin Verso (Co-opted independent member)

Warwickshire County Council

Georgina Atkinson, Democratic Services Team Leader
John Betts, Head of Finance

Office of the Police and Crime Commissioner

Rob Ball, Police and Crime Commissioner
Dave Clarke, Treasurer
Rob Phillips, Deputy Chief Finance Officer

1. General

(1) Apologies

Apologies for absence were received from Councillor Peter Morson (North Warwickshire Borough Council).

(2) Members' Disclosures of Pecuniary and Non-Pecuniary Interests

There were no disclosures of interests on this occasion.

(3) Minutes of the meeting held on 8th August 2013

Reserves – page 2

Dave Clarke clarified that the level of reserves at 30 per cent of net revenue expenditure was not dissimilar to other public sector authorities; for example, Warwickshire County Council's was currently 20 per cent.

Actions – page 3

Members requested an update on liaison with the West Mercia Police and Crime Panel.

2. Budget 2014/15

Dave Clarke referred to the report that had been circulated to the Budget Working Group which outlined the Police and Crime Commissioner's budget and precept proposal for 2014/15.

Minutes of the Police and Crime Panel – Budget Working Group held on 16th January 2014

Paper 1 – Movement in the Alliance Base Budget 2013/14 – 2014/15

It was reported that there had been a total £10.197 million in-year (2013/14) savings achieved and a further £3.553 million following a review of the Alliance Base Budget. These savings had enabled a number of items to be added to the Base Budget including some which had been previously funded from Reserves (to give a total 2014/15 Alliance Base Budget of £296.782 million).

One new area of spending was an allocation of £2.144 million for the early recruitment of Police Constables in the Safer Neighbourhood Teams to mitigate the frequency and length of vacant posts and ensure that the teams were adequately resourced. In response to a question raised, Dave Clarke advised that he believed that the turnover of Police Constables was approximately 100 per year across the Alliance (3 per cent of the total workforce). The allocation would be monitored to ensure that it remained adequate to address the issue.

Dave Clarke confirmed that the propensity to underspend should now be lower following the review of the Base Budget. It was reported that previous underspends had been predominantly due to an overprovided budget and the early delivery of savings.

Following further questioning from the Working Group on the content of Paper 1, the following points were noted:

- 1) The “Blueprint” proposals to change the rank configuration across the Alliance, such as the number of sergeants, had been taken into account in the 2014/15 budget;
- 2) The Programme Team had been initially appointed to deliver the budget reductions following the Comprehensive Spending Review (CSR) 2010 and a team would be maintained for CSR 2015; and
- 3) The Cost of Change Fund referred to change management costs which were not staff-related; for example, the use of consultants or payments to external organisations.

The Budget Working Group noted the Alliance Base Budget for 2014/15.

Paper 2 – Medium Term Financial Plan 2014/15 – 2018/19

Dave Clarke explained that the MTFP outlined how the Warwickshire Base Budget would be funded until 2018/19. Members noted that the Warwickshire Base Budget (before savings) was £95.075 million in 2014/15, reducing to £90.680 million in 2018/19.

Members were informed that the Police and Crime Commissioner’s proposal to increase Council Tax by two per cent in 2014/15 (and for each year of the MTFP) had been published for public consultation. Dave Clarke explained that two per cent was the current referendum cap imposed by the Secretary of State for Communities and Local Government; however, a Government proposal to reduce the cap to 1.5 per cent was currently being considered. The Police and Crime Commissioner

**Minutes of the Police and Crime Panel – Budget Working Group
held on 16th January 2014**

confirmed that he had written to both the Home Secretary and the Secretary of State for Communities and Local Government to submit a case for maintaining the current cap of two per cent. Members were advised that the current assumption was that it was extremely unlikely that the Police and Crime Commissioner would win a referendum to increase Council Tax beyond the cap.

Dave Clarke advised that there was no guarantee that the Government would provide Council Tax Freeze Grants beyond 2015/16. As it was considered that a two per cent increase was required to sustain Warwickshire's budget and achieve the £14.3 million project savings following CSR 2015, the Freeze Grant of one per cent was deemed insufficient. The Police and Crime Commissioner explained that a two per cent increase would amount to £0.01 per day increase per household for a Band D property, which he considered barely noticeable for the household; however, a decision to not increase Council Tax would leave a shortfall in the Base Budget, which would ultimately have a significant impact on service delivery. In light of this, the Police and Crime Commissioner considered that the proposed increase was reasonable and essential.

Councillor Roache expressed concern at the proposed Council Tax increase and considered that this would attract criticism to the Police and Crime Commissioner. The PCC accepted that criticism was likely and explained that he was committed to ensuring that Warwickshire Police was financially viable at end of his term. Both the Warwickshire and West Mercia Police and Crime Commissioners would propose a two per cent increase to ensure alignment across the Alliance; however, ultimately it was the decision of each individual PCC to determine the precept. The West Mercia Police and Crime Panel would consider the proposed precept on 4th February 2014.

Following further questioning from the Working Group on the content of Paper 2, the following points were noted:

- 1) The Alliance Savings Plans (CSR 2010 and Phase 2) were in addition to the savings detailed on Paper 1;
- 2) The assumptions made for 'growth/pay/price inflation' related to a possible one per cent increase in salaries, in addition to a higher rise in utility costs in years one and two and a general increase in costs of 1.5 per cent thereafter;
- 3) The level of Reserves would be significantly reduced by the end of the MTFP period;
- 4) The projected growth in Council Tax had been based on projected housing developments in the county and it was anticipated that building would commence in 2014/15 following the recent recovery of the housing market; and
- 5) The Alliance Savings Plan was currently on track to achieve £3.308 million savings in 2014/15 and future savings needs had been phased to mitigate overcutting the budget until the outcome of the CSR 2015 had been announced.

The Budget Working Group agreed to request: a) more detail of how the Warwickshire Base Budget had been calculated; and b) a detailed breakdown of the Alliance Savings Plans which would demonstrate how the 2014/15 and 2015/16 savings targets from CSR 2010 would be achieved; be included as part of the

Minutes of the Police and Crime Panel – Budget Working Group held on 16th January 2014

proposed Budget Precept 2014/15 report which would be presented to the Police and Crime Panel on 3rd February 2014.

Paper 3 – Reserves Strategy 2014/15 – 2018/19

An overview of the Reserves Strategy, and each of the commitments that would be drawn from Reserves, was presented by Dave Clarke. Members noted that the balance of reserves at the end of the Medium Term Financial Plan period would be £10.5 million, reduced from a projected £33.2 million at 1st April 2014. This was in addition to £6 million to offset risks facing the organisations. This £10.5 million would be held to fund operations such as Operation X.

A discussion took part with regard to Operation X, which had been allocated £1.7 million from Reserves to meet the pre-existing commitment to delivering the project in 2014/15. A review of the operation had been commissioned from the Chief Constable to assess the value of funding the operation beyond 2014/15. In response to a question raised, the Working Group was advised that the high crime areas identified by Operation X were all urban areas; however, it was noted that offenders who would be targeted through the operation may also commit crime in rural areas.

Members considered the decision by the Police and Crime Commissioner to invest in three priority areas – rural, business and cyber crime – at £1.5 million per annum over the MTFP period. The PCC provided members with an update on each of the three priorities and confirmed that further detail would be presented to the Police and Crime Panel at its meeting on 3rd February 2014.

Following further questioning from the Working Group on the content of Paper 3, the following points were noted:

- 1) The £6.5 million allocation for risk to fund those issues identified in the Treasurer's risk assessment which would form part of the budget papers, such as contingency needs and self-insurance; and
- 2) The Reserves Strategy was considered by the PCC to be a prudent plan that would use reserves wisely to develop and deliver services that would be beneficial to Warwickshire residents.

The Budget Working Group agreed to request that further information on the Police and Crime Commissioner's three priorities – rural, business and cyber crime – be presented to the Police and Crime Panel on 3rd February 2014;

Paper 4 – Revenue Budget Consultation

The document was noted by the Budget Working Group.

**Minutes of the Police and Crime Panel – Budget Working Group
held on 16th January 2014**

Paper 5 – Capital Programme

Dave Clarke advised that the total projected budget for the Capital Programme 2014-2017 was £73.664 million across the Alliance. He added that the Alliance had appeared to have been awarded an Innovation Fund grant of £1.6 million for a joint control room and a further £1.4 million for the rationalisation of IT systems in an announcement made the previous day.

In response to a question raised, Dave Clarke confirmed that it was unlikely, as with any significant Capital Programme, that all projects would be delivered on time. A number of projects were complex and also dependent on the delivery of national initiatives; for example, there had been significant slippage with IT projects, in part due to a 15-16 month delay caused by a debate concerning appropriate ownership of the Police ICT Company.

Members requested further information on how the Capital Programme was managed and monitored. Dave Clarke advised that a business case for each project was agreed, at which stage 'value for money' would be considered. He added that the many of the projects focused on budget savings and rationalisation through the integration of the two Forces and therefore the 'value for money' element was easy to assess.

The Budget Working Group considered it essential that the Police and Crime Commissioner understood the rationale for the Capital Programme and that the £73.664 million allocation was both reasonable and demonstrated value for money. The Group also asked for clarification on how the PCC challenged the Capital Programme.

The Budget Working Group agreed to:

- 1) Request further information on Capital Programme management and monitoring procedures;
- 2) Request clarification on the Police and Crime Commissioner's judgment of the Capital Programme and how he challenged and monitored the Programme; and
- 3) An outline of how change is managed across the Alliance, together with a copy of the Alliance Governance Structure.

3. Report to Warwickshire Police and Crime Commissioner and the Police and Crime Panel

The Budget Working Group agreed to submit its requests for information to the Police and Crime Commissioner and that the information be circulated for consideration at the meeting of the Police and Crime Panel on 3rd February 2014.

The meeting concluded at 4.00 p.m.



Report to the Warwickshire Police and Crime Panel

3rd February 2014

Proposed Local Police Precept 2014/15

1.0 Introduction and Purpose

- 1.1 The Police and Crime Commissioner is required to submit his proposed precept by 1st February 2014 for review by the Panel. The Panel is required to review and make a report to the Commissioner on the proposed precept by 8th February 2014.
- 1.2 The Panel has the option to veto the precept by a two thirds majority of the total Panel membership (i.e. eight members). If that should happen, the Police and Crime Commissioners must submit a revised precept by 15th February 2014 which the Panel must review (but has no further power of veto) and respond to by 22nd February 2014. The PCC must publish a response by 1st March 2014.
- 1.3 The proposed local Police precept for 2014/15 will be circulated under separate cover to this report.



Report to the Warwickshire Police and Crime Panel

3rd February 2014

Police and Crime Plan 2013 - 2017

Introduction

In April 2013, following discussion with the Police and Crime Panel, I published my Police and Crime Plan which set out my priorities for policing and reducing crime for the period 2013 to 2017.

I believe that the priorities set out in that Plan are broadly the right ones. However, over the course of my first year in office I have been listening to people across the county and looking at developments nationally and locally and it is timely to undertake a review of those priorities. I am not proposing a substantial rewrite of the Plan and there is no requirement to do so but I am proposing to focus in particular on the following areas:-

1.0 Alcohol Misuse

- 1.1 I intend to make a particular priority the very significant contribution that alcohol misuse makes to anti-social and criminal behaviour including domestic violence and abuse. It is estimated that more than 40% of recorded crime is alcohol related. The conference organised on behalf of the Safer and Stronger Board by the County Council, provided a useful discussion of this area of work and I will be working with partners to look at how we can improve still further the Alcohol Implementation Plan.

2.0 Violence against Women and Girls

- 2.1 Tackling sexual abuse and violence has always been a priority. I welcome however the work of the County Council to develop a wider strategy to counter violence against women and girls and implementing that strategy will be a particular focus of partnership working next year.
- 2.2 A particular focus will be domestic violence where national research suggests only 40% of domestic abuse incidents are reported to the Police. In Warwickshire, the number of reported cases ranges from 7000 – 8000 of which 10% are judged to be 'high risk'. To encourage reporting it is vital that victims have confidence in the Police and partners working in this area. I will be working with partners to organise support for victims, including

Independent Domestic Violence Advisers who work to empower women to change their circumstances and escape abuse, to support the 'Sanctuary' scheme to protect victims of high risk abuse, and to further develop outreach services for victims, work with perpetrators and the provision of alarms.

3.0 Cyber Crime

3.1 Recorded crime in the county continues to fall. However the level of 'cyber crime', crime connected to the Internet, is rising significantly. Given the nature and complexity of internet crime, which very often crosses national boundaries, prevention in this area is key. Informing the public, particularly older and younger people, how to protect themselves from internet crime and what to do if they are a victim of cyber crime will be a major priority for the coming year and the life of the plan. I will be working with my counterpart in West Mercia and with national agencies as well as local partners to develop an effective strategy to help counter this growing threat.

4.0 Rural Crime

4.1 In a county with large rural areas I have received many representations not least most recently from representatives of the North Warwickshire and Stratford-upon-Avon Councils about the need to focus more on crime in the countryside. Rural communities in West Mercia report similar problems. I have agreed therefore to work with the Commissioner in West Mercia and the two Chief Constables to develop and invest in a rural crime strategy to tackle crime in the countryside. I am already considering proposals for a rural crime partnership to help spearhead this work.

5.0 Business Crime

5.1 Similarly, I have received a number of representations about Business Crime, including retail crime. I am therefore proposing to develop, again with West Mercia, a new joint business crime strategy with appropriate investment, to focus on helping businesses to protect themselves against crime.

6.0 Police Integrity

6.1 Public trust and confidence in the integrity of the Police is essential to effective policing. I believe that the standard of conduct in Warwickshire Police and across the Alliance is very high but we cannot be complacent. I am proposing therefore to look at ways in which to ensure the highest possible standards of conduct of officers and police staff in Warwickshire. These include a proposal to establish a panel of suitably qualified members of the public to help me monitor the handling of complaints against the Police and to form an Ethics Committee to oversee standards of conduct, as recommended by HMIC.

6.2 In addition I will work with Warwickshire Police to improve the timeliness and effectiveness of their complaint handling procedures.

7.0 Safeguarding

- 7.1 One of my statutory duties is to have an overview of arrangements to protect children and vulnerable adults. Following a summit of agencies involved in child protection in the Autumn, I have been looking at the benefits of establishing a Multi-Agency Safeguarding Hub (MASH) which brings together in one location representatives of the various statutory agencies including the Police to ensure a coordinated approach to the protection of children and vulnerable adults. I have decided as result of that work that such a MASH should be established in Warwickshire and I will be working with partners over the next few months to do so and ensure as far as we can that our arrangements in the county to tackle the sexual exploitation and trafficking of children and more generally to protect children and vulnerable adults are as robust as possible.

8.0 Integrated Offender Management

- 8.1 Working with ex-offenders and breaking the cycle of re-offending is central to reducing crime. For example, it is a key strand of Operation X, the proactive programme of policing focusing on high harm causers. Changes in this area of work will follow the Government's proposal as set out in the document 'Transforming Rehabilitation'. Ensuring that the good work and collaboration between partners in Warwickshire is protected and enhanced in this period of change will be a major concern for me over the next twelve months.

9.0 Support for Victims

- 9.1 The needs of victims should be at the heart of the Criminal Justice System and has always been a priority for me. From October 2014, responsibility for the commissioning of much of the support available to victims will be passed to Police and Crime Commissioners. This represents a significant piece of work for my Office and I will be working with all the agencies in the Criminal Justice System, including the Courts Service, to ensure that the needs of victims are paramount and that victims and witnesses receive the support they need in line with the requirements of the Victim Code.

10.0 Strategic Alliance

- 10.1 A new model of policing across the two force areas in the Alliance of West Mercia and Warwickshire was introduced in October 2013. I will continue to monitor carefully the impact of those changes on policing in Warwickshire. The Alliance has brought significant benefits in terms of achieving savings and it has also ensured the resilience and effectiveness of policing. We need now to continue to strengthen the Alliance and to map out its future direction over the next two or three years, although I have made clear that I will not accept any proposal for the merger of the two forces in my term of office before there has been a proper democratic debate with the people of Warwickshire. I will be working with the two Chief Constables and with the Commissioner in West Mercia to develop that future vision.

I would welcome the comments of the Police and Crime Panel



Report to the Warwickshire Police and Crime Panel

Third Report on the Work of the Police and Crime Commissioner

1.0 Purpose

- 1.1 The purpose of this report is to provide members of the Panel with an update on some of the key meetings I have held and some of the major issues I have been dealing with since the last meeting of the Panel at the end of November.

2.0 Context and Overall Performance

- 2.1 The Panel will be aware that I meet the Chief Constable on a more or less weekly basis to review performance figures and to raise any issues of concern which have come to my attention from data from local people or through national events or reports.
- 2.2 I am again pleased to report that overall the picture in relation to reported crime continues to be positive. A copy of the figures to the end of December 2013 are attached at **Appendix A** for information.
- 2.3 I have also held a meeting in public with the Chief Constable in the Council Chamber of North Warwickshire Borough Council. The agenda included a presentation on Local Resilience and a report on the Force Xmas presence programme.

3.0 Major Issues

- 3.1 In my last report in November 2013, I said that the focus in the next few months would be on the following areas:
- The recruitment of additional staff to my Office
 - The development of the Medium Term Financial Plan
 - Monitoring the impact of Community Safety Ambassadors
 - Reviewing the support for Independent Custody Visitors
 - The development of a strategy for allocating Community Safety Grants and for commissioning support for victims
 - Work on the 'refresh' of the Police and Crime Plan 2013-17

- 3.2 The recruitment of new staff to my Office has now been completed and I am hopeful that the Office will be fully staffed within the next few weeks giving me much needed capacity to help me fulfil my current responsibilities and new responsibilities for the commissioning of support services for victims and witnesses.

A report on the staffing of my office is included as Item 5 on the Police and Crime Panel Agenda for 3rd February 2014.

- 3.3 Similarly, a report on the Medium Term Financial Plan and my budget proposals appears at Item 4 on the Panel's agenda. The preparation of the budget and the development of a budget strategy have been difficult to complete because of the lateness of the budget announcement and the lack of some key information. The details of the budget are still to be finalised. However, my broad budget strategy and the proposals I am making for the next two financial years have been made available on the website and are included at Item 4. They have also been the subject of discussions I am beginning to have with key stakeholders.
- 3.4 We do not have currently the capacity to review the impact of Community Safety Ambassadors (CSAs). A further meeting has been arranged with CSAs after the next round of meetings before which we will seek the views of local officers, councillors and Safer Neighbourhood Teams (SNTs). The views already expressed by members of the Panel have been noted and will be included in the review and feedback to CSAs.
- 3.5 I took over responsibility from the Police Authority for managing the Independent Custody Visitor(ICV) scheme. ICVs are lay volunteers who carry out unannounced visits to Custody Suites to ensure that the rights of people detained are upheld and due process is followed by custody suite staff. The scheme ensures that I and the public can have confidence in the way people detained in custody are dealt with. My responsibility is to respond to any areas of concern reported by ICVs and to provide co-ordination and training for their work. Support for ICVs from my office has not been as good as I would expect, but we now have arrangements for supporting ICVs in place with a training programme planned. I attended the Annual Joint Meeting of the two ICV panels in Warwickshire in December, together with senior officers from the Police with responsibility for custody. New arrangements for custody have been put in place as part of the Alliance programme and I will wish to monitor them to ensure the safety of detainees and the protection of staff working in custody suites.
- 3.6 ICVs are a further example of the vital work of volunteers in the Criminal Justice system. I have attended area and county meetings of Neighbourhood Watch to talk about budget and my priorities but also how the OPCC can continue to support their work. I have also chaired two meetings of the Alliance Governance Group – one of which I have asked for a report on the support we give across the Alliance to volunteering.

3.7 I will shortly be publishing arrangements for the allocation of grants for community safety work and I, or my officers, are having meetings with colleagues in the County Council, the District / Borough Councils and the voluntary sector to explain those arrangements. The Panel will be aware that last year I largely rolled forward grants from previous years and invited bids from statutory and voluntary agencies and organisations for new one year projects. In relation to 2014 – 2015 I am proposing the following:-

- To keep the aggregate level of funding for grants at broadly the same level as last year but to seek to ensure an equitable balance of funding across the county.
- To bring together in one fund the resources for the Community Safety Grants to CSPs and for county-wide activity and the fund available for new projects.
- To invite proposals for funding from CSPs and from voluntary agencies using the same application form and, where appropriate, a report on activity in 2013 – 2014. Bids from the voluntary sector would normally be endorsed by the CSPs.
- To make an allocation where appropriate for a two-year period, subject to review after the first year, to give continuity of funding and reduce bureaucracy.
- To maintain a contingency fund for new projects or to fill identified gaps in provision.
- To allocate a member of my staff to work with each CSP area to monitor the progress of projects.
- To work with CSPs on projects which could be funded through the additional allocations I am proposing to make to help tackle rural, business and cyber crime.

3.8 As part of a number of meetings I have been discussing the 'refresh' of the Police and Crime Plan. The Panel will be aware that there is no statutory requirement to do so and I believe that the priorities I identified in the Plan are broadly the right ones, but I wish to identify the particular areas I intend to focus on. A report on the 'refresh' of the Plan appears at Item 5 on the Police and Crime Panels' Agenda.

3.9 Finally, a number of meetings have concerned the future direction of the Strategic Alliance, in particular with my counterpart in West Mercia. While I have expressed my full commitment to strengthening and deepening the Alliance, I think it important to be clear that I will not support any merger of the two Forces in my period of office before there has been a proper discussion with the people of Warwickshire.

4.0 National Meetings

4.1 My deputy and I have also attended a number of national meetings and conferences in relation to:

- Organised crime
- Cyber crime
- The National Police Air Service
- Transforming Rehabilitation
- Crime associated with alcohol
- The work of the Association of Police and Crime Commissioners

5.0 Decisions

5.1 Since the last meeting of the Panel I have taken and published one formal decision:-

To make a one-off grant to the Warwickshire Retail Crime Initiative of £5,000

Details are available on my website.

6.0 Next Steps

6.1 The focus of my work in the next few months will be:

- Finishing the budget and medium term financial plan
- The induction of new staff
- Completing the 'refresh' of the Police and Crime Plan
- Work on Restorative Justice and commissioning support for victims
- The review of CSAs
- The allocation of grants
- The development of the next phase of the Alliance and the future financial challenges

PROTECTING OUR COMMUNITIES TOGETHER

Warwickshire Police

End of December 2013

Target No.	Current		Target No.	Current	
	%	No.		%	No.

To Reduce Death, Injury, Loss and Distress compared to last year

Reduce the number of RTCs that result in KSI by 2% compared with last year	21	14.3%	24	213	7.8%	234
Reduce the number of Total Recorded Crime compared with last year	2161	1.0%	2183	22582	-3.9%	21712
Reduce the number of Violence with Injury offences compared with last year	233	-11.5%	207	1995	-1.4%	1968
Solve 44% of Violence with Injury offences	91	39.6%	82	866	46.6%	917
Reduce the number of Robbery offences compared with last year	24	-24.0%	19	206	-14.5%	177
Solve 26% of Robbery offences	5	42.1%	8	46	24.9%	44
Reduce the number of Domestic Burglary offences compared with last year	152	7.2%	164	1487	-6.4%	1393
Solve 18% of Domestic Burglary offences	30	7.3%	12	251	16.8%	234

To Increase Public Trust and Confidence compared to last year

Reduce the number of Anti Social Behaviour Incidents compared with last year	1424	-7.4%	1319	15749	-0.5%	15664
To achieve an Overall Satisfaction Rate for victims of crime of 82%					86.0%	

KEY

RED	Target not being achieved by more than 5%
AMBER	Target not being achieved but within 5%
GREEN	Target being achieved
SUPER GREEN	Target being exceeded by more than 5%



Report to the Warwickshire Police and Crime Panel

3rd February 2014

Staffing of the Office of the Police and Crime Commissioner (OPCC)

This paper responds to a request from the Warwickshire Police and Crime Panel for a report on the staffing and budget of my office.

1.0 Staffing

1.1 On my election in November 2012, the staff of the former Police Authority transferred, under arrangements agreed nationally, to the Office of the Police and Crime Commissioner. Since my role was a new one and I was uncertain at that point of how the role would develop and the support I would need, I initially made no changes to the staffing structure of the Office. Similarly, I made no change to the budget transferred from the former Police Authority.

1.2 The staffing transferred from the Police Authority was as follows:-

- Chief Executive - Full Time equally
- Treasurer - 0.6 (costs shared with West Mercia OPCC)
- Deputy Treasurer - Full Time (costs shared with West Mercia OPCC)
- 3 x Policy Officers - 2.8 FTE
- 2 x Admin Staff - 1.5 FTE

1.3 Appointment of the Chief Executive

The Panel will be aware that I am required by law to appoint a Chief Executive. The Chief Executive of the Police Authority retired with effect from 31 December 2012. I asked Mark Gore, a former senior officer with Warwickshire County Council, to act as Interim Chief Executive until I had the opportunity to assess the role and to make an appointment. Neil Hewison took up post as Chief Executive following confirmation by the Police and Crime Panel on 28 October 2013.

1.4 Changes to Staffing

On my election I wanted to take time to be clear about the emerging role of the PCC and to consider the support I would need to fulfil my statutory responsibilities and deliver my priorities. By the Summer of 2013 it became clear that my role and responsibilities were very different from those of the Police Authority not least in terms of the responsibilities for tackling crime as well as policing. I asked the Interim Chief Executive to carry out an internal review of staffing arrangements in the OPCC. I also commissioned an external review to provide a 'health check' on existing arrangements and proposed changes. The external review was carried out by Mr Peter Todd, a former senior police officer and member of HMIC, who was carrying out a similar review of another Police and Crime Commissioner Office.

I wanted to ensure that I had the right number of staff with the right skills, abilities and qualities in the right roles.

As a result, new job descriptions were prepared at the Policy Officer level and the existing Policy Officers were invited to apply. Two took the opportunity to accept voluntary severance and left the OPCC by mutual agreement. A third Policy Officer was appointed to one of the new posts of Policy and Research Officer before going on maternity leave.

One of the concerns raised by the external consultant was that even fully staffed, there would be insufficient capacity in the OPCC. I agree with that assessment and advertised, therefore, for three Policy and Research Officer posts and received nearly 120 applications. I held informal interviews for 16 candidates and held formal interviews (observed by Councillor Fowler from the Police and Crime Panel) for 6 candidates.

The field was very strong and I decided therefore in the light of new responsibilities I will shortly accrue, to further strengthen my Office.

I have decided to appoint therefore:-

- 3 new permanent, full-time Policy and Research Officers;
- 1 new permanent 0.6 Policy and Research Officer

This makes 4.6 FTE permanent Policy and Research Officers, although one of the officers may seek to return on a part-time basis at the end of her maternity leave.

These additional posts are to provide additional capacity to fulfil new responsibilities which the Government has given to Police and Crime Commissioners for projects around restorative justice and for the commissioning of support for victims and witnesses, both significant and important tasks. The Government has made additional ring-fenced resources available for these two areas of work.

More generally, all of these appointments can be made within the existing budget of the OPCC rolled forward from the Police Authority and the extra ring-fenced funding provided by Government.

- 1.5 I have made one further new appointment to the administration team in the Office. With support from the County Council I have appointed a young person as an Apprentice in Business Administration. She started in September 2013 and is already making a major contribution to the team. The only other area in which I am currently undertaking a review is the contract with the County Council to provide media support to ensure the best possible engagement with the public.
- 1.6 A chart showing the new structure of my office is attached as **Appendix A**.

2.0 Financial Implications of the Staffing Changes

- 2.1 Section 1.0 outlines the changes made to the staffing structure of the OPCC. This section describes how these changes have been funded. The staffing budget at the beginning of 2014/14 contained the following:-

Commissioner	-	1.0 full time equivalent
Deputy Commissioner	-	1.0 FTE
Chief Executive	-	1.0 FTE
Treasurer Shared with West Mercia	-	0.6 FTE (0.3 funded by West Mercia)
Deputy Chief Finance Officer	-	1.0 FTE (0.7 funded by West Mercia)
3 x Policy Officers	-	3.0 FTE
2 x Admin Staff	-	1.5 FTE

The new structure includes the following additional posts:-

- 1.0 FTE administrative Assistant
- 2 (1.6 FTE) Policy & Research Officer posts

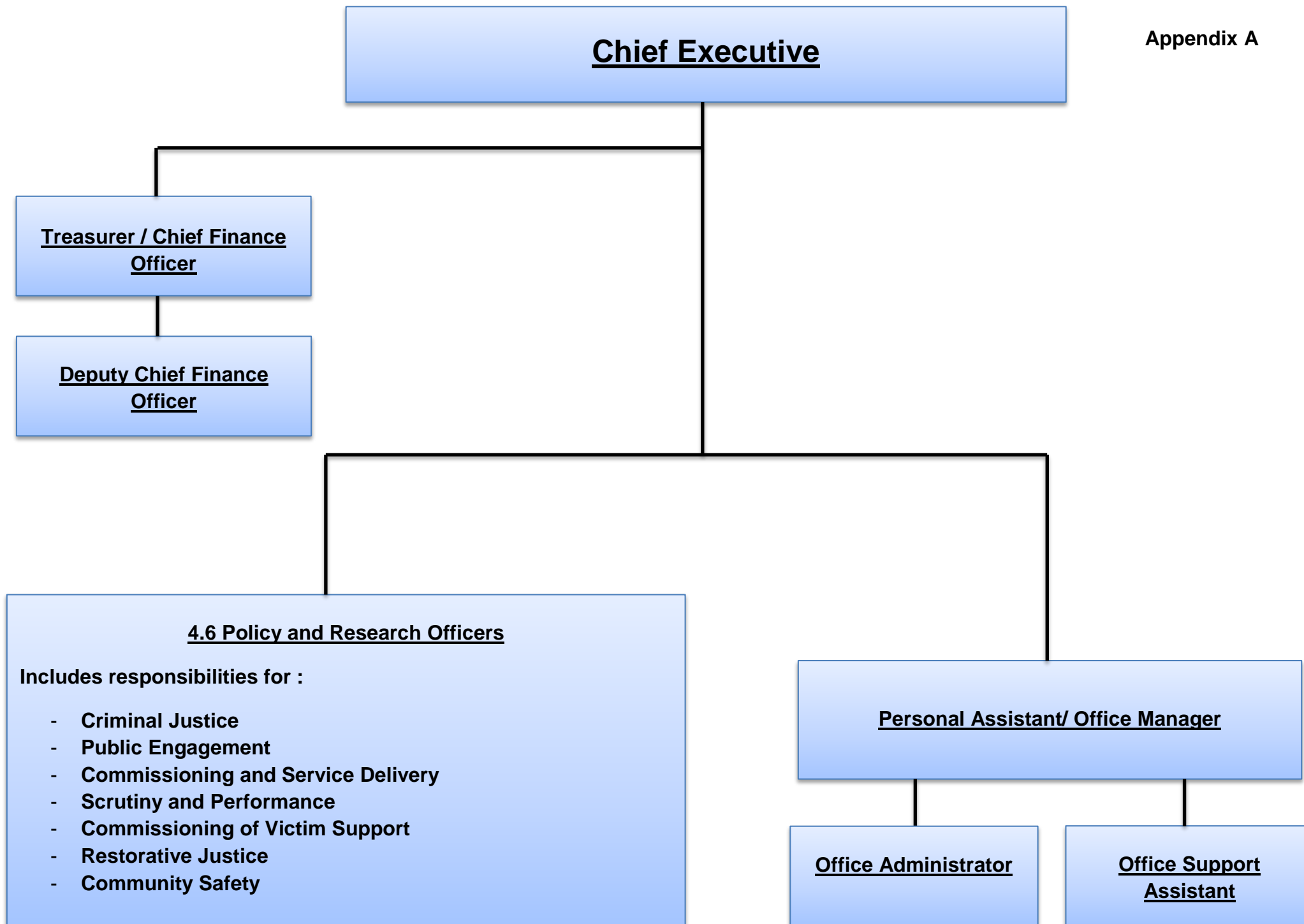
- 2.2 This has increased the staffing budget by £63,000.00. However, there has been no increase in the overall budget for the OPCC. One of the additional posts will be funded through the use of the Home Office's Victims Commissioning grant which allows me to use this funding to increase capacity for dealing with my new responsibilities around victims. The remaining funding and the funding required for our Apprentice has been found within my existing budget.

3.0 OPCC Budget

- 3.1 The overall working budget for the OPCC for 2014/15 is £919,700. A breakdown of this budget is attached at **Appendix B**.
- 3.2 This is exactly the same budget as I had for 2013/14 and approximately £32,000 less than the previous full year budget (2012/13) for Warwickshire Police Authority). As I state, this is the working budget for the OPCC. This is the estimated amount required to run the OPCC in 2014/15. On top of this budget I will also be holding approximately £1 million for Community Safety Funding. This will be allocated through my grant scheme to Community Safety Partnerships and other partners who can help me achieve the ambitions within my Police and Crime Plan.

4.0 Summary

- 4.1 In relation to the staffing and budget for my Office, I have determined to keep costs as low as possible while ensuring I have the support I need to fulfil my existing responsibilities in relation to holding the Chief Constable to account and taking oversight of work to reduce crime across the County and the new responsibilities that have passed to Police and Crime Commissioners. Once the new appointments I have made have taken up post which I hope will be at the end of March at the latest, I am confident that I will have the support I need.





TOTAL BUDGET FOR THE POLICE AND CRIME COMMISSIONER

2014 – 2015

TOTAL PAY BUDGET	£530,208.00
SLA's including:- Legal - £45,000 Internal Audit - £51,700 External Audit - £65,000 Force Finance - £25,000 Youth Strategy - £10,000 Media - £49,000	£245,700
Office Costs including Contingency	£63,792.00
Strategic Initiatives	£50,000.00
Community Ambassadors	£30,000.00
TOTAL	£919,700.00



Report to the Warwickshire Police and Crime Panel

3rd February 2014

Report on Warwickshire Police Specials

1. Introduction and Purpose

- 1.1 This report provides an overview of the Special Constabulary in Warwickshire, as of January 2014. It contains information about the numbers of Special Constables, the rank structure, training provision and other processes in place to support the Special Constabulary. It also contains performance information, which gives an idea of the extent to which the Special constabulary contributes towards the policing of Warwickshire.
- 1.2 This report sets out the findings of an organisational opinion survey conducted within the Special Constabulary, the issues arising from that and provides an assessment of the arrangements in place to enable and support the increase in Special Constables required by the Police and Crime Commissioner.

2. Strategic Intentions

- 2.1 Public satisfaction, public confidence and community engagement are critical aspects of the Alliance service delivery and performing well in these areas whilst managing resourcing constraints and priorities is a challenge for senior managers. It is therefore vital to achieve the full potential offered by the Special Constabulary in protecting the public from harm.
- 2.2 The Special Constabulary National Strategy and Implementation Advice was published in 2008 by the Association of Chief Police Officers (ACPO) and formed the backbone of national guidance and was followed in Warwickshire to ensure best practice was adopted. The Strategy identified areas of critical importance to the successful deployment of Specials.
These were:
 - Vision and purpose
 - Clear financial management processes
 - Standardised training and nationally recognised accreditation
 - A performance management framework
 - Leadership development

2.3 The core of Specials, identified in the Strategy, was to give added value – not to replace regular officers but to enhance and support the delivery of policing services. It identified that one of the principal roles of the Special Constabulary should be high public visibility and positive engagement with the local communities, through alignment with neighbourhood policing. Warwickshire Police followed this national guidance by aligning Special Constables to Neighbourhood Teams – but also created a small team of Special constables who supported the Roads Policing Unit (RPU). A comprehensive guidance manual, which covered all aspects of training, deployment, recruitment and performance management accompanied the strategy. This has been the main guidance used in Warwickshire to inform and shape the management and development of Special Constables in Warwickshire.

2.4 The ACPO national strategy was updated in 2011 to produce a national strategic plan to cover the period 2012 – 2016. The national vision for the Special Constabulary was defined as follows:

'The Special Constabulary is embedded within the Police Service providing efficient and effective to support achievement of force priorities. It is seen as an attractive volunteering opportunity for members of the public to contribute to policing and community safety'.

2.5 The plan identifies the core deliverables, enablers and resources necessary for the vision to be achieved. The national plan is attached at **Appendix A**. The national plan is being implemented in Warwickshire and has been incorporated into the alliance design structure. A key part of that design is the allocation of Special Constables to every Safer Neighbourhood Team in the county, under the directorate and of Local Policing. The Alliance has built in support capacity for the development of the Special Constabulary in Warwickshire and West Mercia by creating the post of Volunteer Programme Manager and three Police Volunteer Coordinator posts.

2.6 The Special Constabulary Alliance Steering Group was set up in 2012 and meets on a quarterly basis. It is chaired by ACC Gareth Morgan and its membership includes the Specials Chief Officers in Warwickshire and West Mercia and senior representatives from departments. This group is responsible for co-ordinating and driving forward the development of the Special Constabulary, including the delivery of the national plan.

2.7 The Warwickshire Police and Crime Commissioner's Police and Crime Plan 2013 – 2017 contains an objective to significantly increase the number of Special Constables. This comes under the Commissioner's priority of empowering local communities to prevent crime and disorder. The target is to achieve an establishment of 400 officers by April 2016.

3. The Current Establishment of Specials and Future Recruitment Plans

3.1 At the time of writing this report (December 2013) there are 253 Special Constables (all Ranks) in Warwickshire Police – according to data held on the ESIBS database. The establishment of Specials has increased in both North and

South Warwickshire since December 2008, when there were 197 Special Constables. See the table Fig.1 below for information on establishments year by year since 2008.

Fig.1 Establishment totals

	North	South	RPU	HQ	Total
DEC-13	135	112	1	5	253
DEC-12	130	123	8	5	266
DEC-11	115	109	9	5	236
DEC-10	89	90	9	5	193
DEC-09	82	81	9	5	177
DEC-08	98	84	10	5	197

- 3.2 In December 2013 there were 134 Special Constables who were ‘independent’ (trained and with sufficient experience to patrol independently, without a tutor) and 119 who were ‘non independent’ for the purposes of patrolling. This is an important factor in terms of the flexibility of deployment – and it is a current aim to achieve higher levels of independent patrol officers as soon as possible.
- 3.3 Annually, there is a ‘turnover’ rate of about 60 Specials each year – this has been a fairly constant figure over recent years – leading to a requirement to provide four initial training courses in Warwickshire each year. Special Constables leave the force for a wide variety of reasons, including taking up roles within the Regular Service, and moving out of the Warwickshire area.
- 3.4 The following diversity data applies to Warwickshire Special Constabulary as at January 2013. Recruitment policy is to promote joining the Specials in all sections of the community, to achieve a diverse Special Constabulary reflective of local communities.

GENDER

Male 191
 Female 88

ETHNICITY

BME 19
 Not Stated 3
 White 257

AGE

25 and Under 98
 20 to 40 119
 41 to 55 55
 Over 55 7

DISABILITY

No 123
 Not Stated 152
 Yes 6

4. Structure of the Special Constabulary in Warwickshire

- 4.1 The Special Constabulary in Warwickshire is headed by Specials Chief Officer Glyn Gardner and Specials Deputy Chief Officer John Mills. Below this there is a Specials rank structure of Chief Inspectors, Inspectors, sergeants and constables. The numbers in each rank are shown in the table at **Appendix B**. The Special Constabulary ranks structure is configured to provide geographic coverage and Special constables currently report for duty at the main SNT stations across the county.
- 4.2 The ESIBs database was introduced in 2012 and has proved a very successful innovation, enabling the Special Constabulary to send emails and communicate via ESIBs about duties and training and to view requests from the force for Special constabulary Support. Specials can log their duties and respond to requests from the Force for them to come on duty for Special events and other duties. The system provides a useful database to record a range of information about the duties and hours worked by Specials and the types of activity undertaken. It is now much easier to arrange and plan duties – with the main advantage being that Specials can view the system from their home computer.

5. Recruitment and Training

- 5.1 There are well-embedded processes for recruitment, assessment and training, including refresher training for Special Constables. In Warwickshire, there is a lead trainer for the Specials who is supported by members of the Learning and Development Team in delivering Foundation training and mandatory refresher training, including such topics as Officer Safety, First Aid, Stop and Search, Data Protection. The Special Constabulary also has a core of trainers who supplement the training programme.
- 5.2 In accordance with the PCCs objective to recruit more, additional planning arrangements have been put in place to enable with the additional recruitment of Specials required through 2014/15. This includes ongoing recruitment advertising activity, with additional dates factored in for training. The foundation training programme is planned over 10 intakes spread from January 2014 through to April 2015. Each intake is capable of taking up to 20 students (the current intake going through now has 17) and lasts for 16 weeks, followed by attestation. The training is held during the evenings and at weekends to enable students to complete the training without having to take time away from work.
- 5.3 Each student officer is issued with a learning and development portfolio (SOLAP) in which they record their training and developmental experience, which is regularly monitored by Specials supervisors and trainers. The evidence in the SOLAP provides the basis upon which it can be judged whether a Special Constable has achieved the required standard to perform the duties of a constable and whether they are capable of independent patrol.
- 5.4 A recent review of Specials development and training conducted by the Learning and Development Team has led to a newly adopted process for ensuring Specials achieve the required competencies at the earliest opportunity. This is

achieved by a process of assigning each Special to a patrol shift for a period of approximately three months – to provide them to deal with a range of incidents whilst crewed with a patrol officer – before they then join their posting on a Safer Neighbourhood Team. The process includes regular checking of the SOLAP by supervisors to ensure progress is being made. The requirements have been set out in the form of guidance issued to police and Regular officer and Specials supervisors. Please see **Appendix C**. The new Special Constable will become an integral part of a Safer Neighbourhood Team (SNT).

- 5.5 ACC Morgan has made it clear that no member of Warwickshire or West Mercia Police should be deployed to or asked to carry out a task for which they have not been trained.

6. Performance

- 6.1 The information in this section gives an overview of Special Constabulary performance in terms of the hours worked and the type of activity undertaken. The data used has been taken mainly from the ESIBs system.

Hours worked

- 6.2 Special constables worked a total of 63,900 hours in the calendar year 2012 and 65,602 in 2013. This is an average of 5,325 hours per month in 2012 and 5,467 hours per month in 2012 and 2013 respectively. Looking at establishment figures in those years this would mean an average of 20 hours per month for each Special constable in 2012 and 21.6 hours in 2013. See **Appendix D** for more detailed data concerning hours worked. The minimum requirement for Special constables is 16 hours per month and it can be seen, as an overall average, that this is being exceeded. The overall hours contributed by Special constables is therefore good.
- 6.3 Unfortunately, ESIBs cannot generate a report with dates/days when duties are performed. However, examination of the calendars of officers on ESIBs indicate that Friday, Saturday and Sunday nights are the most frequent periods of attendance, as might be expected. Officers do work during the week as well – and there are training nights, which take place during the week.
- 6.4 The notable events that Special Constables are always deployed to in large numbers include:
- Global Gathering
 - Bull Dog Bash
 - Operation Incentive.
 - Drink Drive Campaigns

Activity Totals

- 6.5 Activity totals for the Force during 2013 are summarised in the below table. The below activities have been chosen to give an example and this list does not include all of the activity types – for example training and other types of document submission – are excluded.

Fig.2 Activity totals

Activity	County total for 2013
ANPR related	603
Arrest – assist	896
Arrest – OIC	496
Crime reports	1230
Domestic incidents	932
EPI	841
Fixed penalty notice – disorder	82
Intelligence reports	229
Licensed premises check	156
Missing person report	226
PNC checks	6756
Statements	1346
Stop and search	1623
Stop check person	1340
Stop check vehicle	2664
Street caution – cannabis	144
Taskings RPU/IR/LI	1601
Taskings - SNT	5806
Traffic offence report	745

7. Opinion Survey

- 7.1 In order to help identify issues affecting Special Constabulary performance, an opinion survey was conducted for a three- week period in December/January 2013. A questionnaire was circulated to all serving Special Constables in Warwickshire via the ESIBS system and officers were allowed to respond anonymously and in confidence. A copy of the questionnaire and summary of findings is contained at **Appendix E**.
- 7.2 There were 31 respondents to the survey (a response rate of just over 11%) and there was a good spread of replies in terms of gender, length of service and location. See **Appendix F** for a profile of the respondents.
- 7.3 Some respondents gave information about what they considered to be barriers to performance. These have been very briefly summarised at **Appendix G**. The issues that appeared most frequently were related to training provision, achieving independent patrol status and access to police vehicles.
- 7.4 Some respondents gave information in response to a question about what improvements could be made. These have also been summarised and are listed at **Appendix H**. The recurring issues here related to suggestions to improve training/tutoring and improving communication between Specials and Specials supervisors. Regular team meetings were suggested as a possible way to do achieve this.

- 7.5 A question was asked in the survey asking why people had chosen to become Specials. Out of the total respondents, 46% expressed their reasons for becoming a Special is to contribute to protecting the community, 16% expressed their reasons for becoming a Special is to join the Regulars and 2% expressed their reasons for becoming a Special is that they enjoy new challenges, making roads safer or doing something different from the normal job. 36% did not respond to this question.

8. Conclusions

- 8.1 Warwickshire Police has sound structures in place for the recruitment, training and deployment of Special constables. The alliance arrangements have incorporated the role and contribution of Specials into the design of the new policing model and the Special constabulary fits into the Local policing Directorate, aligned to SNTs. The development of Special constabulary performance is being driven forward in harmony with national guidance by the Specials Steering Group.
- 8.2 Adequate arrangements have been put in place to enable to significant increase in the number of Specials – especially in respect of recruitment and training. Robust plans are in place for this. There are a number of actions that still need to be taken to ensure the Force is making optimum use of Specials- identified by the Steering group, alliance project work and other work including the opinion survey – which are being actively taken forward.
- 8.3 Warwickshire Specials are making a good contribution. The hours worked are high and having steadily risen on previous years. Specials are being involved in a wide range of activities, which support core policing and protecting communities from harm. Specials contribute to a wide range of policing activity, including large force events. There is every reason to expect that the planned increase in Special Constables will result in a proportionate increase in the capacity of Warwickshire Police to focus resources on policing priorities.

9. Further Actions

- 10.1 Further work to take matters forward will be led by the Specials Steering group. Key issues that the group are taking forward at the moment are 1) recruitment 2) deployment 3) identity (including uniform and equipment) and 4) training. Matters highlighted by this review which potentially provide opportunities for continued improvement include:
- Briefing Specials Inspectors concerning the new principles regarding SOLAP review and completion – with a view to offering support where needed.
 - Aiming to achieving a swifter progression to independent patrol status.
 - Improve the efficiency of deploying Specials when turning up for duty by providing regular supervisors with a weekly forecast of Specials duties for each SNT.
 - Examine the issues around availability and use of vehicles by Special Constables.

Item 8

- Utilisation of the Home Office Special Constabulary manual (currently in draft format) and ensuring this available to supervisors and informs management decision-making.
- Continued implementation of the national action plan.
- Ensuring sufficient Airwave terminals are available for 1) training and 2) additional officers that will be available for deployment.
- Reviewing the methods of meetings/briefings and internal communications.

Michael Slemensek
Chief Inspector
25th January 2014

APPENDIX A - SPECIAL CONSTABULARY NATIONAL PLAN

Vision

The Special Constabulary is embedded within the police service providing efficient and effective policing to support achievement of force priorities. It is seen as an attractive volunteering opportunity for members of the public to contribute to policing and community safety.

Delivery of SC Strategic Plan

Core Deliverables

The Special Constabulary delivers policing in support of force priorities

Delivery of policing and community safety is enhanced by the active citizenship nature of the Special Constabulary

The Special Constabulary is effectively led

Inclusive, dynamic and focused approach that balances national consistency with local flexibility.

Enablers

Skills and knowledge are developed and managed

- Common standards in place
- Officer skills are evidenced
- External skills recognised

Duty planning, tasking and deployment is effective

- Operational need is balanced with SC availability
- SC officers are integral part of force resource planning
- Consideration given to SC undertaking a wide range of tasks

Progressive culture, encouraging innovation and continuous improvement

- Good practice identified and shared
- SC contribution marketed
- SC profile reflects public
- Focus given to reward, recognition and retention of SC officers
- Effective performance management in place

Leadership is effective

- Volunteer nature respected and understood
- Development aligned to SC National Strategy
- Automatic consideration of SC perspective in decision making
- Volunteer leadership skills developed in SC officers, regular officers and paid staff

Making effective use of SC governance and delivery structures, including (but not limited to):
ACPO SC Regional Leads Group;
ASCCO;
Regional SC meetings;
SC National Consultative Group

Resources

Special Constabulary Officers

Forward looking, engaged, empowered, capable, accountable, understand their contribution and that of others

Regular Officers and Police Staff

Understand, value and actively seek to use the capability and contribution of the Special Constabulary

External Stakeholders

Understand, value and support the SC National Strategy and the contribution of the Special Constabulary

APPENDIX B – RANK STRUCTURE

WARWICKSHIRE SPECIAL CONSTABULARY									
NUMBERS BY RANK AS OF 31ST DECEMBER 2013									
LOCATION	Chief Officer	Deputy Chief Officer	Chief Inspector	Acting Inspector	Inspector	Acting Sergeant	Sergeant	Constable	TOTAL
Leek Wootton	1	1			1		1	1	5
OPU					1				1
North Warwickshire			1	1		1	3	31	37
Rugby			1		1		4	17	23
Nuneaton & Bedworth			1	1	1	2	6	64	75
NORTH TOTALS	0	0	3	2	2	3	13	112	135
Warwick			1		1	3	3	55	63
Stratford					3	6	2	38	49
SOUTH TOTALS	0	0	1	0	4	9	5	93	112
COUNTY TOTALS	1	1	4	2	8	12	19	206	253

GUIDANCE PRINCIPLES – REVIEW AND COMPLETION OF SOLAP

- Chief Inspector Neighbourhood Policing will notify Learning and Development (L&D) to which SNT each Special will be posted.
- At the conclusion of the Special's initial training, the special will be temporarily posted to a patrol team at a deployment base (default will be that this is the base nearest their home address).
- The special will be told by L&D during their initial training, which shift they will be allocated to work with and given details of the shift sergeant (and ideally their tutor).
- All sergeants who are due to receive new Specials will have been personally briefed by L&D representatives as to what the Student Officer learning Assessment Portfolio (SOLAP) consists of, its aims and how evidence should be recorded.
- The expectation is that the new special will only work with the shift they are allocated to. This is to ensure ownership of the special's development. This will be made clear to all Specials undergoing initial training. This measure is necessary to ensure that non-independent will not be despatched to attend and deal with incidents they have received no training for.
- Specials Inspectors will review the hours worked by specials under their policing area of responsibility. When the new special has completed 40 hours work, then the SOLAP will be requested by email by the S/Insp for review. Upon receipt of the SOLAP, the S/Insp is to review its contents and quality and send an email update to the L&D SPOC and the relevant Safer Neighbourhood Team (SNT) Inspector who manages the SNT team that the special will be returning to, after completion of the SOLAP.
- Specials single points of contact will be in place in all of the three training hubs within the alliance and all are happy to be contacted to give any advice and support the S/Insp require.
- Following review the S/Insp should grade the SOLAP in the following manner
- **Green** - The SOLAP contains regular updates of evidence. Evidence is included which is sufficient and valid. The evidence is signed off by the tutor/patrol sgt.
- **Amber** - The SOLAP does contain regular evidence but this is not well written and needs to be clearer/requires more detail to meet the standards required. There appears to be periods of patrol where no evidence is being recorded. In this case, the S/Insp should hold a meeting with the special to discuss and feed back to SNT Insp.
- **Red** - The SOLAP contains little or no entries. There is no evidence or the majority of evidence is poorly written and cannot be linked to the standards required. The S/Insp is to contact the L&D single point of contact to update and arrange a meeting with the special where the SOLAP can be discussed. The S/Insp should also update the SNT Insp of the situation.
- In terms of the next review, this will be set, based on the grading, as follows;
- Green - Another 40 hour review
Amber - 30 hour review
Red - 20 hour review.
- It is suggested that S/Insp create a simple matrix system to log the current position of specials under their responsibility.

APPENDIX D - WARWICKSHIRE POLICE SPECIALS – HOURS RECORDED

DUTY MANAGEMENT SYSTEM & ESIBS - HOURS RECORDED								
	dms	dms	dms	dms	dms	Esibs	Esibs	Esibs
	2007	2008	2009	2010	2011	2012	2013	2014
January	2162	1575	3086	3061	3422	2747	4908	
February	1860	2029	2836	3202	3882	5747	5814	
March	1975	2045	3370	4028	5383	6049	5336	
April	1723	2084	3156	4160	4156	5024	6134	
May	1813	2224	3474	3679	3351	5325	6428	
June	1838	1690	2727	3018	3249	5181	6283	
July	1637	2368	3505	3876	2846	6592	6472	
August	1517	2804	2880	2935	2534	5401	5844	
September	1827	2011	2924	2365	2352	5671	5108	
October	2111	3478	4024	4127	3435	5474	4814	
November	1972	1541	3274	3961	2687	5577	5023	
December	1550	2012	2783	3306	2915	5112	3438	
Total	21985	25861	38039	41718	40212	63900	65602	
<p>NB. The hours gathered under the old Duty Management System were not a true reflection of the hours performed due to that not all officers were accessing the system to record their hours. The new ESIB System came live in February 2012, which allows better access to officers to record hours. The hours performed by individual officers are monitored by line managers on a monthly basis.</p>								

BLANK OPINION SURVEY FORM

**WARWICKSHIRE POLICE
SPECIAL CONSTABULARY OPINION SURVEY**

Dear colleagues,

The Special Constabulary makes an enormous contribution to policing the streets of Warwickshire. I am carrying out a review of our working practices and arrangements at this opportune time – as we are now 1) two months into the new policing model and 2) and we are working hard to increase the numbers of Special Constables in Warwickshire. It is therefore a good time to review how we are working and this will stand us in good stead for the future. I want to identify if there are any barriers to performance and to capture what works best - so we can share this, celebrate our successes and seek opportunities to continually improve.

I would appreciate your participation in the survey. Can you return your response to me by 2 January 2014. Your responses will be treated in confidence. You can send your reply to me using any of the following methods:

- 1) via ESIBS, or via email to the following email address
Sumbly.greenwood@warwickshire.pnn.police.uk
- 2) print off your response and send it in the internal post to Chief Inspector Mike Slemensek, Warwickshire Justice Centre, Vicarage St, Nuneaton.

Please tick boxes where appropriate and feel free to write your views in the free-text boxes.

Your age: 20-35 36-50 51+

Gender: Female Male

Where are you based? _____

How long have you been a Special in Warwickshire? _____

Are you authorised for independent patrol? _____

Overall - how satisfied are you with your current role? Please indicate your views in the following section.

	Very satisfied	Satisfied	Somewhat satisfied	Dissatisfied
Fulfilling your potential as a Special	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The work ethic and morale within your team	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The leadership you receive as a Special	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Quality of communications from supervisors	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Level of support received from supervisors	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(Regulars/Special)				

	Very satisfied	Satisfied	Somewhat satisfied	Dissatisfied
Level of support from colleagues (Regulars and Specials)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The variety of work you undertake	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Quality of training you receive	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please signify below what are your reasons for being a Special Constable

- To join the Regulars
- To contribute to protecting the community from harm as a volunteer
- To gain transferable skills and experience
- Please write in other reasons that apply to you _____

Are there any barriers to you in achieving your goals and your full potential as a Special? Please explain below.

Do you have any suggestions or further comments to make?

Thank you for taking the time to fill in this opinion survey. I look forward to your responses.

OPINION SURVEY RESULTS – PROFILE OF RESPONDENTS

Demographic profile

Age

46% of the special are between the age 20-35
40% are between the age 36-50
9.6% between the age 50+

Gender

70% respondants are male
30% are female

Independent patrol

66% of the total are independant patrol
33% of them are non-Independent

Responses by locality (where based)

8 - Nuneaton
5 - Leamington Spa
4 - Stratford
3 - Stratford Upon Avon
3 - Rugby
2 - Coleshill
2 - Alcester
1 - Southam
1 - Shipston
1 - Kenilworth
1 - Warwick

Length of service

The length of service from all the Specials that we received the responses from ranges between: 1month to 20 years but the a average length of service is 4 years.

0-5 years :18

6-10 years : 9

11-15 years :2

16-20+ years : 2

OPINION SURVEY RESULTS – LIST OF BARRIERS

Each numbered comment represents each participant who responded to this section of the survey. Comments have been summarised for the purposes of this report – to give an overall indication of the type issues being raised. Many respondents gave very detailed answers – their responses are being fully considered as part of the work to continually improve and develop the Special Constabulary.

1. More driver training needed and access to vehicles in certain districts of Warwickshire.
2. More training would be better and skills are not transferable.
3. Improving the management of "on the job training" and development of Special using management hierarchy.
4. Improved organisation needed in allocating a shift following initial training.
5. Not enough contact with supervisors or meetings.
6. Problems with securing training when asked for.
7. More motivation needed from the force(s) or line management.
8. Issues around not being deployed to incidents and not having driver training.
9. More support needed from Specials senior management.
10. Communication difficulties with Specials and the Special Chief Inspector around work allocation.
11. More structure and support needed to become independent.
12. More driver training needed and team working could be improved.
13. Sometimes working relationships between Regulars and Specials need building up to ensure good team working.
14. Not enough shifts available to work.
15. Unable to get signed off as independent for long period of time.
16. Not as wide a range of different training as expected. Need more access to patrol vehicles.
17. More training needed.
18. More individual development opportunities needed.

OPINION SURVEY RESULTS – SUGGESTIONS FOR IMPROVEMENT

Not all respondents completed this section. The list below represents only a brief summary of the issues raised by 19 of the respondents. The detailed responses are being considered as part of future work.

1. Training teams locally based are a good idea.
2. More focus by local supervisors on ensuring independence is achieved.
3. Understand and utilise individual skills and qualifications for the benefit of the force.
4. Opportunities exist to make better use of ESIBS.
5. Ensure there is a good infrastructure to support new intakes of Specials.
6. Organisation/supervisors to be as specific as possible about forthcoming duties and what they are.
7. Tutoring would be fantastic. This offers better contact and support for non-independent officers.
8. Training in speed gun and fast roads training should be taught by special trainers to a better level, and offering off road training (in 4*4 drive) as part of the initial training to avoid backlogs. Also promote importance of SNT working more.
9. Put forward more training for the Specials to enable them to do more to help.
10. Issues relating to improving the style and content of training offered at week-ends.
11. Opportunities should be given to develop management talent within the Specials.
12. More structure and better management of resources would help improve things.
13. Allow more specialised training.
14. Specials should be given payment, a retainer in return for minimum hours on duty – this would increase duty hours.
15. Ensure help is given to get Specials signed off as independent.
16. Good training, resources and motivation are vital for the good performance of the Special.
17. Medium to long- term plan needed to meet the future training needs. More experienced tutor Constables needed for new probationers.
18. Frequent and regular meetings help with internal communication amongst Specials – these could be increased.
19. Regular meetings at the local base should be encouraged – to help one to get to know other team members and what is happening in the local area.

APPENDIX I

OPINION SURVEY RESULTS – SATISFACTION LEVELS

	Very Satisfied	Satisfied	Somewhat Satisfied	Dissatisfied	No Reply
	Score out of 30 (Percentage)				
Fulfill Your Potential	1 (3.3%)	8 (26.6%)	9 (30%)	3 (10%)	9 (30%)
Work Ethic	3 (10%)	5 (16.6%)	10 (33.3%)	5 (16.6%)	7 (23.3%)
Leadership	4 (13.3%)	2 (6.6%)	5 (16.6%)	12 (40%)	7 (23.3%)
Communication	4 (13.3%)	2 (6.6%)	7 (23.3%)	10 (33.3%)	7 (23.3%)
Support from the leadership	3 (10%)	6 (20%)	7 (23.3%)	8 (26.6%)	6 (20%)
Support from Colleagues	12 (40%)	7 (23.3%)	4 (13.3%)	1 (3.3%)	6 (20%)
Variety of Work Undertaken	2 (6.6%)	2 (6.6%)	6 (20%)	5 (16.6%)	15 (50%)
Quality of Training	6 (20%)	6 (20%)	4 (13.3%)	7 (23.3%)	23 (76.6%)

Police and Crime Panel

3rd February 2014

Updated Action Plan and Dates for Future Meetings 2014/15

Recommendations

That the Police and Crime Panel:

- 1) Considers the update on recommendations and actions previously requested by the Panel;
- 2) Considers scheduling an additional meeting in March 2014 to review the proposed Work Programme 2014/15 and options for greater promotion of the Panel; and
- 3) Agrees the future meeting dates for 2014/15.

1.0 Recommendations and Actions Plan

- 1.1 Attached at **Appendix A** is a document which will help the Panel to keep track of recommendations and requests that it has made either to the County Council or to the Office of the Police and Crime Commissioner. The document will be regularly updated and presented to each Panel meeting, so that members can track progress and determine whether any further action is required.

2.0 Additional Meeting

- 2.1 It is proposed that the Police and Crime Panel hold an additional meeting in March 2014 as an Annual Work Programme meeting to consider the following items only:
 - Review and approval of the Panel's Work Programme for 2014/15;
 - The appointment of Working Groups and time-limited Task and Finish Groups to undertake work on behalf of the Panel;
 - The development of an Annual Report for the Police and Crime Panel, focusing on activity through the year and outcomes achieved; and
 - Options to increase the promotion of the role of the Police and Crime Panel, to achieve greater publicity and encourage greater public engagement.

3.0 Dates of Future Meetings

3.1 Future meetings of the Police and Crime Panel have been proposed for 10.00 a.m. on the following dates:

- Additional date in March if agreed by the Panel
- 13th June 2014
- 11th or 18th July 2014
- 19th September 2014
- 14th or 21st November 2014
- 2nd or 3rd February 2015

3.2 The Panel is asked to approve the dates above.

Appendices:

Appendix A – Recommendations and Actions Plan 2013/14

	Name	Contact details
Report Author	Georgina Atkinson	georginaatkinson@warwickshire.gov.uk
Head of Service	Greta Needham	gretaneedham@warwickshire.gov.uk
Strategic Director	David Carter	davidcarter@warwickshire.gov.uk

**Recommendations and Actions raised by
Police and Crime Panel 2013/14**

Date raised by the Panel	Recommendation / Action	Lead Member / Officer	Panel Update	Progress Notes
12 th March 2013	Requested that the Police and Crime Plan give recognition to the part played by the Military Covenant of which the Police were a part and ensure outcomes are monitored. Ron Ball agreed that this would be included.	PCC	3 rd February 2014	
27 th September 2013	Request confirmation on how the PCC will communicate to people who do not have internet access with a suggestion that the budget letter issued with the precept letter may be an opportunity to reach every household. PCC to consider ways of communicating with citizens.	PCC	3 rd February 2014	
27 th September 2013	Request that a list of the projects for the Innovation / Community Safety Grants totalling around £270,000.	Mark Gore	3 rd February 2014	COMPLETED List circulated to the Panel at the 27 th September 2013 meeting.
27 th September 2013	Eric Wood referred to the College of Policing consultation on Child Abuse and Child Sexual Exploitation that follows on from the findings of the serious case review into the death of Daniel Pelka. A common finding in this and previous reviews, has been that the Police are 'not child centred'. EW offered to report back on the work and the national guidelines that will emerge following consultation.	Eric Wood	3 rd February 2014	

**Recommendations and Actions raised by
Police and Crime Panel 2013/14**

27 th September 2013	Ron Ball and Eric Wood undertook to find out what criteria are used for the deployment of PCSOs to schools and why some schools have had their PCSO removed.	PCC / DPCC	3 rd February 2014	
22 nd November 2013	To request that a mapping structure of the Safer Neighbourhood Teams be provided to elected members to share with the public. To request that the SNT structure and contact details be published in existing District, Borough and/or Parish Council publications and the Neighbourhood Watch publication, 'Newsbeat'.	Chief Inspector Slomensek	3 rd February 2014	COMPLETED Circulated with the Police and Crime Panel agenda for 3 rd February 2014.
22 nd November 2013	Councillor Gillian Roache requested that the Commissioner explore the provision of funding support to the CCTV service. The Commissioner agreed to consider this proposal.	PCC	3 rd Feb 2014	
22 nd November 2013	To appoint Councillor Peter Morson to observe the interviews for the Policy and Research Officer posts on 4 th December (and Councillor Peter Fowler as reserve).	Cllr Morson	3 rd Feb 2014	COMPLETED Cllr Fowler attended the interviews in the absence of Cllr Morson.
22 nd November 2013	To circulate an electronic version of the PCSO powers document.	Democratic Services	N/a	COMPLETED Circulated to members – 25 th November 2013

**Recommendations and Actions raised by
Police and Crime Panel 2013/14**

22 nd November 2013	The Commissioner agreed to invite Neighbourhood Watch representatives to attend future meetings of the Police and Crime Panel.	PCC	3 rd February 2014	COMPLETED This invitation has been made.
22 nd November 2013	The Panel requested detailed figures on cycling accidents.	PCC	3 rd February 2014	COMPLETED Circulated to members – 15 th January 2014
16 th January 2014 – Budget Working Group	The Group requested that a breakdown of how the Warwickshire Base Budget had been calculated be included as part of the proposed Budget Precept 2014/15 report which would be presented to the Police and Crime Panel on 3 rd February 2014.	Dave Clarke	3 rd February 2014	
16 th January 2014 – Budget Working Group	The Group requested that a detailed breakdown of the Alliance Savings Plans which demonstrated how the 2014/15 and 2015/16 savings targets would be achieved.	Dave Clarke	3 rd February 2014	
16 th January 2014 – Budget Working Group	Members considered the decision by the Police and Crime Commissioner to invest in three priority areas – rural, business and cyber crime – at £1.5 million per annum by the Alliance over the MTFP period. The Police and Crime Commissioner provided members with an update on each of the three priorities and confirmed that further detail would be presented to the Police and Crime Panel at its meeting on 3 rd February 2014.	PCC / Neil Hewison	3 rd February 2014	

**Recommendations and Actions raised by
Police and Crime Panel 2013/14**

<p>16th January 2014 – Budget Working Group</p>	<p>1) Request further information on Capital Programme management and monitoring procedures. 2) Request clarification on the Police and Crime Commissioner’s thoughts on the Capital Programme and how he challenged and monitored the Programme. 3) An outline of how change is managed across the Alliance, with a copy of the Alliance Governance Structure.</p>	<p>Dave Clarke</p>	<p>3rd February 2014</p>	
--	---	--------------------	---	--