



REPORT TO THE WARWICKSHIRE POLICE AND CRIME PANEL

Fourth 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 Police and Crime Panel with an update on the key activities that have taken place since the panel last met on 3rd February 2014. As you will see it has been a very busy period for the office and myself.

2.0 Accountability and Performance

- 2.1 I meet with the Chief Constable on a regular basis to review force performance and raise issues of concern which have come to my attention from the public or through national events or reports. I enclose the End of Year Performance Framework for the Force (**Appendix A**).
- 2.2 Crime was down 4% last year and this continues a trend of crime reduction that has seen crime decrease by 35% in Warwickshire over the past 7 years. The Force has made a very strong start to the new performance year with overall crime down by 9% and burglary down by 42% as at 3rd June. An up-to-date performance report will be presented to the Panel at the meeting.
- 2.3 I have requested that the following reviews be conducted by the Chief Constable:-
- a) Operation Davenport (**x**) has been running for over 18 months at significant cost, using reserves. A report evaluating the effectiveness of the Operation has been received from the Force and the Chief Executive is currently carrying out a series of interviews with key Force personnel to fully understand and appropriately challenge the findings. Once this process is completed the Panel will be updated accordingly.
 - b) A review of the Professional Standards Department has been requested and I am seeking reassurance that complaints from the public are being dealt with promptly and effectively. This report is awaited.

- 2.4 Two Public Scrutiny Meetings have taken place since the panel last met. On 10th February I met with the Chief Constable in public, at Queen Elizabeth School in Atherstone. The meeting was relatively well attended by members of the public who asked a number of questions of both the Chief Constable and myself. The Force provided reports on the new Warwickshire Cadet Scheme and Cross Border Crime, as well as covering the usual areas of performance, finance and the Strategic Alliance. The meeting was webcast, with questions sent over the internet being asked of the panel.
- 2.5 The second meeting took place on 7th April at Stratford-upon-Avon School. This meeting was less well attended and a small number of people dominated the public questions session, to the detriment of others. The Office of the Police and Crime Commissioner (OPCC) has taken some lessons from this meeting and, whilst there is no intention to change the overall format of the meeting, the way it is managed going forward will be different. Business crime was focused upon. The meeting was webcast, with 270 persons observing the meeting online.
- 2.6 The next Public Scrutiny Meeting is planned to take place on 25th June at Lawrence Sheriff School, Rugby. Specific areas to be discussed include the formation of an Ethics Committee, which follows on from the recently published Code of Ethics for the police service and domestic abuse, in the light of the recent Her Majesty Inspectors of Constabulary (HMIC) inspection of the Force, where Warwickshire was assessed as being only one of eight Forces nationally that were providing a good service to victims of domestic abuse.
- 2.7 Nationally, in terms of performance, the Home Secretary has made it clear that she expects police forces and Police and Crime Commissioners to move away from setting targets on the basis that target driven policing activity does not deliver maximum protection, or provide the best service to the public. The Force and I are currently considering what form of performance framework best serves the public of Warwickshire. An update in this regard will be provided to the Panel in due course.

3.0 Finance Report

- 3.1 This is a separate agenda item and the Deputy Finance Officer will be submitting a report for the Panel to consider.

4.0 Report on the implementation of the Alliance Blueprint

- 4.1 This is a separate agenda item and a report will be submitted for consideration by the Panel at the meeting.

5.0 Stage Two Transfer

- 5.1 The Stage Two Transfer was successfully completed on 1st April. On that date, employment of all Warwickshire Police Staff employees passed from me to the Chief Constable. From that date I now only employ the members of staff of the OPCC and the Community Safety Ambassadors as contracted staff.
- 5.2 A Corporate Governance Scheme has been produced and agreed which clarified the way the two organisations, namely the Police and Crime Commissioner (PCC) and the Chief Constable, will be governed both jointly and separately in conducting their business. The scheme for Warwickshire has been signed by the Chief Constable and myself and is published on the OPCC website. A record of decisions has also been completed, signed and published on the website in this regard.

6.0 Independent Assessment of the Strategic Alliance

- 6.1 Warwickshire and West Mercia are rightly proud of the progress already made during the Alliance programme, with evident success in harmonising service delivery, improving performance and securing financial efficiencies. I am committed to strengthening and deepening the Alliance, in order to achieve the necessary savings that will be required by 2017/18. Having discussed this with the two Chief Constables and my counterpart in West Mercia, Bill Longmore, we decided that such a review was required, before embarking upon another major change programme, so that the lessons learned from earlier programmes can be carried forward and inform our approach in the future.
- 6.2 To support this endeavour the Police Foundation has been invited to undertake an independent assessment of the Strategic Alliance. This will encompass a limited review of progress to date and an outline of options for the Alliance's future development. My own view is that a full blown merger between the forces is neither necessary nor desirable. A draft report will be completed by the end of June and circulated to the Police and Crime Panel for consideration.
- 6.3 The £35,000 (plus reasonable expenses) cost of this review is being shared equally between the two OPCCs, and has been extracted from monies already allocated to the Programme Board.
- 6.4 For members' information, the Police Foundation carries out independent research and policy analysis on policing and related issues. In this way, the Foundation plays a key role in developing and changing policy and practice on policing, community safety and criminal justice. The review is being led by the Foundation Director, John Graham, with his principal adviser being Kate Flannery, a former HM Inspector of Constabulary.

7.0 Refresh of the Police and Crime Plan

- 7.1 The report on the refresh of the Police and Crime Plan that was presented to the Panel at the 3rd February meeting has now been incorporated into the original Police and Crime Plan and the content has been brought up to date.
- 7.2 Following discussions with key partners, including Councillor Les Caborn, Chair of the Safer Warwickshire Partnership Board (SWPB), it has been agreed to incorporate the refreshed Police and Crime Plan and the County Community Safety Agreement into one overarching publication covering crime and community safety in Warwickshire. The merged document will be presented to the next meeting of the SWPB on 20th June 2014, for approval and adoption.

8.0 Office Structure

- 8.1 The current office structure is highlighted at **Appendix B**. The number of full time equivalent Policy and Research Officer (PRO) posts is 4.1 and not 4.6, as previously reported to the Panel.
- 8.2 The new PROs have settled in and are already performing very well. The vacant Performance and Scrutiny PRO post will be filled at the beginning of August by a member of staff from Warwickshire County Council (WCC) on a six-month secondment. It is intended to advertise and fill this vacancy permanently during the Autumn.
- 8.3 On 4th April, an OPCC planning day took place at which the roles of each of the PROs were set. Each area of the Police and Crime Plan was allocated for ownership by the PROs, who will now be responsible for driving forward business in their designated area. Support from the Planning and Performance Working Group of the Police and Crime Panel is now requested to assist in the development of a performance framework for the OPCC, which the Panel can then hold me to account for delivery on behalf of the public.
- 8.4 At the end of May, the OPCC terminated its Service Level Agreement with Warwickshire County Council for the provision of Communication and Media support. This arrangement was not providing the necessary support that my Deputy and I required. My intention now is to recruit a Communications/Media person to provide fulltime support to me, which is in line with most other OPCCs across the county. This will be funded from within the existing OPCC budget and it will enable my work and the work of others involved in Community Safety across the county to be more effectively communicated to the public.
- 8.5 Victim Commissioning will be covered later in this report, but what is becoming clearer is that the PRO leading this work will require some additional short term support in order to be ready to commission victim services, which must commence on 1st April 2015. This is a key piece of work for the public and steps must be taken to ensure the successful delivery of

these services going forward. I therefore intend to employ a person on a temporary contract for six months as a Policy Officer Assistant. This temporary post will be funded either by the existing OPCC budget, or the Victim Commissioning Capacity Building Fund, received from the Ministry of Justice during 2013/14 which has been carried forward.

9.0 OPCC Website

- 9.1 Due to the poor quality of the existing website and the difficulties that members of the public have previously experienced in locating information and navigating the site, I have decided to commission a new bespoke website.
- 9.2 A recent inspection of the website was conducted by the Home Office. Officials were checking compliance with the publication scheme, which the OPCC is legally compelled to comply with. They reported being unable to trace 15 separate categories of information that are required to be published to comply with current legislation. Most of the information was on the site, but even Home Office officials who are used to navigating such sites were unable to track the information they sought. In my view, a more user-focussed site which is tailored to the needs of the public was needed, hence my decision to have new website.
- 9.3 The new site will cover all the areas covered in the Police and Crime Plan and will keep Warwickshire residents up to date on my work and that of the OPCC.
- 9.4 To select the website designer, a five stage process was adopted which followed the rules of procurement:-
- Stage one – involved market testing and identifying good reputable companies
 - Stage two – involved requesting expressions of interest from reputable companies
 - Stage three – five companies were shortlisted
 - Stage four – the five shortlisted companies were asked to submit a proposal and present to a selection panel
 - Stage five – a preferred bidder was selected
- 9.5 The contract for the design of the OPCC website was awarded to Formation Digital Design Agency, a local company based in Warwick. The cost of the site being £5,400, plus additional negotiated costs for marketing support, such as the production of a monthly video. Work is now in progress and the new website should be live within the next 12 weeks.

10.0 Domestic Abuse

- 10.1 Following the inspection of Warwickshire Police, Her Majesty's Inspector of Constabulary (HMIC) provided a personalised report for Warwickshire, as well as producing a national report. Warwickshire was one of only eight forces judged to be providing a good service to victims of domestic abuse. Six recommendations for improvement were identified during the inspection process and the OPCC has confirmed that all of these recommendations are contained in the current Alliance Domestic Abuse Improvement Plan.
- 10.2 A report on the inspection was provided to me for consideration by the Chief Constable. As required by law, a formal response by me to the inspection findings has been sent to the Home Secretary. In many areas, the national HMIC report criticised the police service and condemnation of the police by the Home Secretary followed.
- 10.3 I have been invited, along with two other PCC's, to join a national working group to be chaired by the Home Secretary to oversee and drive through improvements in the service police provide to victims of domestic abuse nationally. The focus on the service provided to domestic abuse victims specifically referred to in the refreshed Police and Crime Plan will ensure that in Warwickshire we do not become complacent in this critical area of protection and continue to improve the service provided.

11.0 Transforming Rehabilitation

- 11.1 On 6th March at the Spa Centre in Leamington Spa, the OPCC organised and hosted a bidder event at which a number of prospective bidders for the Community Rehabilitation Company contract covering the Warwickshire and West Mercia police areas, attended and watched presentations from a number of key agencies highlighting the multi-agency landscape in Warwickshire and the Integrated Offender Management processes operating in the county. The event was judged to be a great success by the Ministry of Justice.
- 11.2 Representatives of the OPCC are members of a Contract Package Area Local Advisory Panel. This Panel plays a pivotal role in providing bid evaluators and moderators with advice and highlighting local issues of importance relating to this area of business and to set out 'what looks good' in a contract package area (CPA), Warwickshire's being CPA2.
- 11.3 The Panel has already met and provided valuable information and views to the Ministry of Justice on what a good bid should include from a Warwickshire perspective.

12.0 Rural, Cyber and Business Crime

- 12.1 A multi-agency event highlighting crime in the countryside was held at Moreton Morrell Agricultural and Equine College on 27th February. The event, which was organised by the Police, was addressed by the Chief Constable and myself.
- 12.2 On 23rd May, a Cyber Crime event took place at Coventry University with a large number of people from a variety of agencies attending. This conference was also addressed by both the Chief Constable and myself.
- 12.3 Alliance Strategies for Cyber Crime, Business Crime and Rural Crime have now been produced and considered by the Alliance Governance Group, which is chaired by me and my colleague Bill Longmore. Thought is now being given as to how the delivery of these strategies will be governed and implemented across the Alliance, utilising the funding that has been set aside for that purpose. A further update will be provided on progress in this area at a future Panel meeting.

13.0 Independent Custody Visitors (ICVs) Report

- 13.1 ICVs carry out unannounced inspections to both of the custody blocks in Warwickshire. There are 23 ICVs who carried out a total of 33 visits from November 2013 to end of April 2014. No major concerns were raised in that time. The standard of the two custody blocks is high; they are modern, well maintained facilities.
- 13.2 The ICV scheme is administered by the OPCC and we work closely with our colleagues in the Police to make sure that the highest possible standards are maintained for all those spending time in custody in Warwickshire. Two training events for ICV members are planned to take place in the near future.

14.0 Commissioning Services for Victims of Crime

- 14.1 Since 2008, government has been reviewing the status of victims within the criminal justice system. Research, reports and reviews have clearly evidenced that the focus and support offered to victims has been insufficient. In January 2012, in order to start redressing the balance the Government clearly stated its future intentions in the report *'Getting It Right for Victims – the government response'*.
- 14.2 Amongst a number of key messages was a fundamental statement in relation to funding support services for victims of crime. In essence, it was clear to see that the Ministry of Justice (MOJ) was going to change national funding arrangements to a localised set of arrangements via commissioning practices. Historically, the MOJ has funded the organisation Victim Support to provide three key national victim related services. These are the Homicide Service,

the Court Based Witness Service and the National Victim Referral Service. It is this latter service that is going to be changed.

- 14.3 The National Referral Service receives funding via direct grant to the value of approximately £25 million. This money is transferred from the MOJ to Victim Support via a grant agreement process. On the basis that best services are commissioned locally, the MOJ has reallocated proportionately the £25 million to the 41 Police and Crime Commissioners of England and Wales. It is now required that PCCs will locally undertake commissioning processes and fund appropriate contracted services to victims of crime. It is required that PCCs will have new arrangements in place by 1st April 2015.
- 14.4 The principles are fine, but the reality is complex and the time scales challenging. In general, the market place in respect of available victim-related services is not well established and mature. It is, in some respects, in relation to specialist support for victims of domestic abuse and sexual violence. Otherwise, Victim Support has been a monopoly provider of general victim-related services for a long period of time. It is a significant challenge to PCCs to enter into commissioning processes with a view to finding viable alternatives to Victim Support that offer better value for money.
- 14.5 That said, the process is well underway in Warwickshire, with PRO Chris Lewis leading the work. Well established commissioning business processes are being followed. Economies of scale and efficiencies are being explored by considering co-commissioning arrangements within the West Midlands region and also particularly between the Warwickshire and West Mercia Alliance PCCs. It is hoped that the Police and Crime Panel will also assist in this work, following the establishment of a Victim Focus Task and Finish Group.
- 14.6 Despite the complexities of commissioning and change, it is strongly envisaged that future services will provide better support to victims of crime in Warwickshire.

15.0 Decisions

15.1 The decisions made since the last Police and Crime Panel meeting include:

- Budget and Precept 2014/15
- Lease for the Office of the PCC
- Contribution to the Funding of Domestic Homicide Reviews
- Second Stage Transfer Scheme 2014
- Delegation of Functions/Collaboration Agreement
- Treasury Management Strategy
- Legal Service Level Agreement with Warwickshire County Council
- Joint Corporate Governance Framework
- Refurbishment of OPCC Office
- Website Contract
- Temporary Media/Communications Consultancy

Appendices

Appendix A – End of Year Performance Report

Appendix B – Office of the Police and Crime Commissioner, Structure Chart (April 2014)

	Name	Contact details
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Report for the Police and Crime Commissioner

For year ending March 2014

Report on

2013/14 Warwickshire Police priorities.

Figures for 1st April 2013 – 31st March 2014

Due to timescales some figures are subject to validation.

Recommendation

To note current performance against the targets set by the Police and Crime Commissioner.

Andy Parker
Chief Constable

PROTECTING OUR COMMUNITIES TOGETHER

Warwickshire Police

End of March 2014

2012/13	2013/14	
	%	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	241	25.7%	303
Reduce the number of Total Recorded Crime compared with last year	29516	-4.0%	28331
Reduce the number of Violence with Injury offences compared with last year	2599	0.7%	2616
Solve 44% of Violence with Injury offences		47.9%	1253
Reduce the number of Robbery offences compared with last year	273	-9.5%	247
Solve 26% of Robbery offences		26.7%	66
Reduce the number of Domestic Burglary offences compared with last year	1891	-5.1%	1795
Solve 18% of Domestic Burglary offences		17.0%	305

To Increase Public Trust and Confidence compared to last year			
Reduce the number of Anti Social Behaviour Incidents compared with last year	20613	-1.2%	19920
To achieve an Overall Satisfaction Rate for victims of crime of 82%	83.1%	85.1%	

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%

Warwickshire Police's targets to reduce the priority crime types & ASB compared to last year are calculated by taking the 2012/13 figure and subtracting 1.

For example if the 2012/13 YTD figure was 101, then the target no. will be 100.

The KSI RTCs target is based on a reduction of 2% compared to last year.

Executive Summary

In the year 2012/2013, Warwickshire Police delivered exceptionally good performance against a background of significant change for the force as the strategic alliance work began to take effect.

2013/2014 has been another very strong year where there have been **1,185 (4%) fewer** victims of crime, equating to reductions in domestic burglary and robbery offences and significantly less reports of Anti-social behaviour compared to 2012/13. Victim satisfaction has remained very strong, over 85% of people satisfied with the service they have received from us.

The number of fatalities on our roads has remained the same as last year, which was the lowest ever recorded total. We have unfortunately seen an increase in the number of people seriously injured in collisions on our roads this year, with the increase mainly in pedal cyclist casualties. We are already running road safety campaigns in conjunction with our partners to further improve road safety, reduce casualties and educate road users.

This year has seen the introduction of a joint operating model with West Mercia Police, a significant change that affected the whole work force, but allows us to deliver the best protection possible for those who live, work and visit Warwickshire.

Reduction Targets

- There have been **62** more collisions resulting in death or serious injury compared to last year. There have been 25 fatalities on our roads this year, the same number as last year.
- There have been **1,185** fewer Total Recorded Crimes compared to last year.
- There have been **18** more Violence Against the Person with Injury offences compared to last year.
- There have been **26** fewer Robberies compared to last year.
- There have been **96** fewer Domestic Burglary offences compared to last year.

Detection Targets

- Warwickshire have finished the year above the detection target for Violence Against the Person with Injury offences by 102 detections, with a detection rate of **47.9%**.
- Warwickshire have finished the year above the detection target for Robberies by 1 detection, with a detection rate of **26.7%**.
- Warwickshire have finished the year below the detection target for Domestic Burglary by 19 detections, with a detection rate of **17.0%**.

Improving Trust & Confidence Targets

- There have been **243** fewer incidents of Anti-Social Behaviour compared to last year.
- Warwickshire have exceeded the target satisfaction rate for victims of crime, with **85.1%** of victims satisfied with the Whole Experience.

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

Reduce the number of Road Traffic Collisions that result in KSI by 2% compared with last year

	Collision Reductions		
	2012/13	2013/14	
	No.	% From Last Year	No.
Force Road Related Death and Serious Injury			
Collisions that result in KSI	241	25.7%	303
Child (<16) Fatal			2
Child (<16) Seriously Injured	17	47.1%	25
16 and over Fatal	25	-8.0%	23
16 and over Seriously Injured	236	15.7%	273
All Killed or Seriously Injured	278	16.2%	323

- There have been 303 Road Traffic Collisions resulting in death or serious injury in 2013/14. This is a 25.7% increase compared with last year (62 collisions).
- The total number of people killed or seriously injured is 323; 45 more than last year.
- There have been 25 fatalities this year; the same number as last year.

Reduce the number of Total Recorded Crimes compared with last year

	Detections		Crime Reductions		
	2013/14		2012/13	2013/14	
	%	No.	No.	% From Last Year	No.
All Crime					
				-9.5%	247
Total	25.2%	7131	29516	-4.0%	28,331

- There have been 28,331 recorded crimes in 2013/14, a decrease of 4.0% compared to last year; 1,185 fewer crimes in total.

Reduce the number of Violence Against the Person with Injury offences compared with last year

Violence Against the Person with Injury	Detections		Crime Reductions		
	2013/14		2012/13	2013/14	
	%	No.	No.	% From Last Year	No.
Homicide	25.0%	1	2	100.0%	4
Attempted Murder	50.0%	1	4	-50.0%	2
Wounding or other act endangering life	43.1%	84	181	7.7%	195
Grievous Bodily Harm without intent	51.5%	70	176	-22.7%	136
Causing Death by Aggravated Vehicle Taking	0.0%	0	0		0
Causing Death by Careless Driving while under the influence of drink or drugs	0.0%	0	0		0
Causing Death by Careless or Inconsiderate Driving	100.0%	3	2	50.0%	3
Causing Death by Dangerous Driving	100.0%	3	0		3
ABH and GBH (less serious)	48.0%	1091	2234	1.7%	2,273
Total	47.9%	1253	2599	0.7%	2,616

- There have been 2,616 Violence Against the Person with Injury offences. This is an increase of 0.7% compared to last year, with 18 more offences.
- There has been a 7.7% increase in Wounding offences compared to last year, with 14 more offences this year.
- Grievous Bodily Harm without Intent has fallen by 22.7% compared to last year, with 40 fewer offences.
- ABH & GBH (less serious) Offences have increased by 1.7% compared to last year, with 39 more offences.

Solve 44% of Violence Against the Person with Injury offences

- 1,253 Violence Against the Person with Injury offences have been solved this year, meaning the year end detection rate is 47.9%
- This exceeds the target by 102 detections.

Reduce the number of Robbery offences compared with last year

	Detections		Crime Reductions		
	2013/14		2012/13	2013/14	
Robbery	%	No.	No.	% From Last Year	No.
Robbery Business Property	28.6%	12	33	27.3%	42
Robbery Personal Property	26.3%	54	240	-14.6%	205
Total	26.7%	66	273	-9.5%	247

- There have been 247 Robberies recorded this year, a reduction of 9.5% compared to last year, with 26 fewer offences.
- There have been 9 more Business Robberies and 35 fewer Personal Robberies compared to last year.

Solve 26% of Robbery offences

- 66 Robberies have been solved this year, giving a year end detection rate of 26.7%.
- This is 1 detection over the target.

Reduce the number of Domestic Burglary offences compared with last year

	Detections		Crime Reductions		
	2013/14		2012/13	2013/14	
Homes Burgled	%	No.	No.	% From Last Year	No.
Aggravated Burglary in a Dwelling	50.0%	5	15	-33.3%	10
Attempted Burglary in a Dwelling	12.4%	35	290	-2.8%	282
Burglary in a Dwelling	17.6%	260	1556	-4.8%	1,481
Distraction Burglary in a Dwelling	22.7%	5	30	-26.7%	22
Total	17.0%	305	1891	-5.1%	1,795

- In 2013/14 there have been 1,795 Domestic Burglaries, a decrease of 5.1% compared with last year, with 96 fewer offences.

Solve 18% of Domestic Burglary offences

- 305 Burglaries have been solved this year, giving a year end detection rate of 17.0%
- This is 19 detections below the target.

To Improve Public Trust and Confidence

Reduce the number of Anti-Social Behaviour incidents compared to last year

Anti Social Behaviour	ASB Reductions		
	2012/13	2013/14	
	No.	% From Last Year	No.
Environmental	1222	13.4%	1386
Nuisance	14402	-2.5%	14049
Personal	4539	-1.2%	4485
Total	20163	-1.2%	19920

- In 2013/14 there have been 19,920 ASB incidents; a 1.2% reduction compared to last year, with 243 fewer incidents.
- There has been a 13.4% increase in Environmental ASB, with 164 more incidents; a 2.5% decrease in Nuisance ASB, with 353 fewer incidents; and a 1.2% decrease in Personal ASB, with 54 fewer incidents.

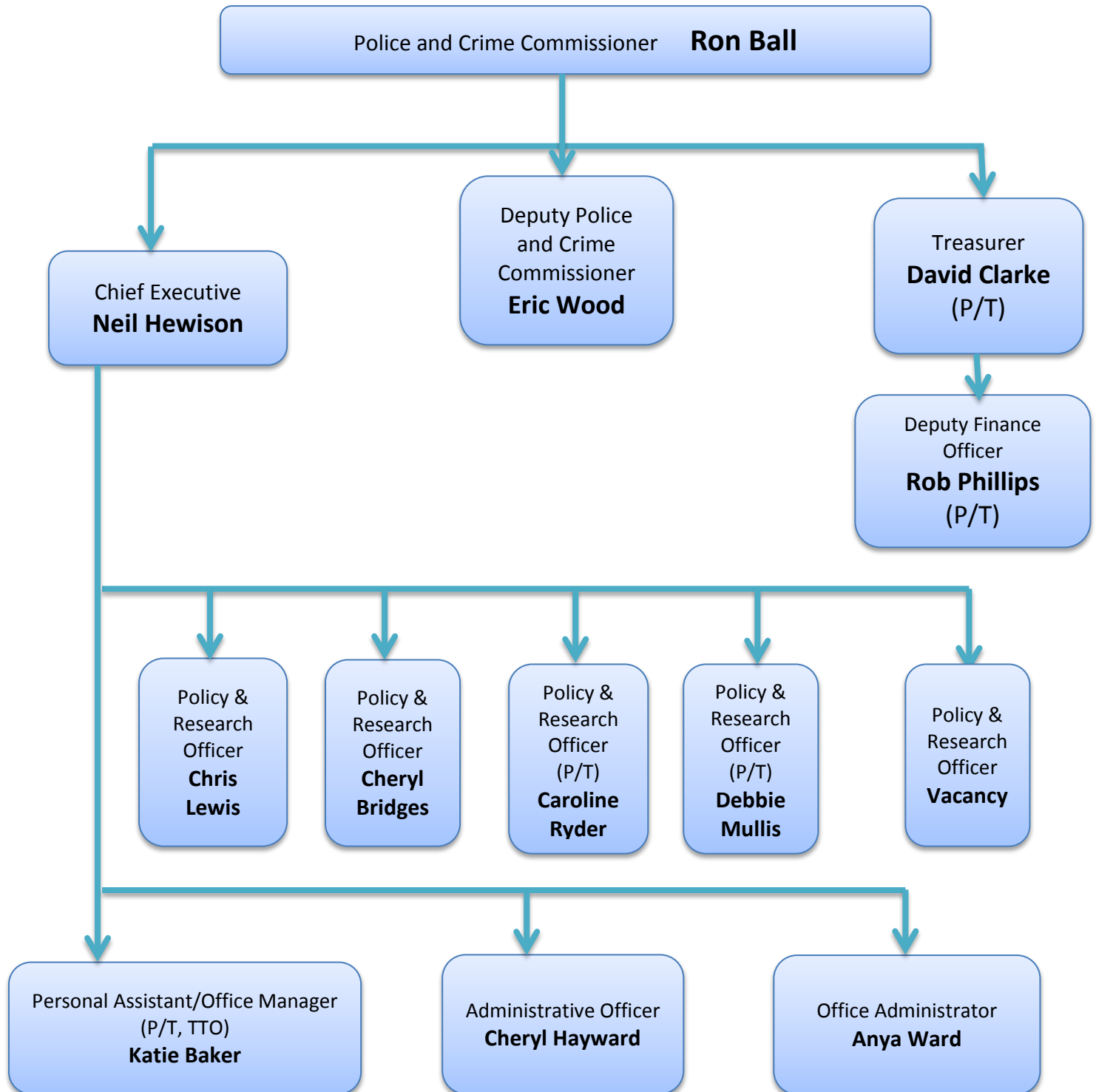
Achieve an overall Satisfaction rate for victims of crime of 82%

User Satisfaction - All Users	Current Performance	
	%	No.
Burglary	93.5%	401
Vehicle Crime	81.3%	439
Violent Crime	80.6%	340
Whole Experience	85.1%	1180

User Satisfaction - Hate Crime	Current Performance	
	%	No.
Racist	85.5%	71
Other Hate	75.0%	9
Whole Experience	84.2%	80

- The target for Satisfaction for 2013/14 is 82%.
- The year end Satisfaction Rate for victims of crime is 85.1%, with 1,180 victims surveyed indicating that they were Satisfied with the Whole Experience.
- Satisfaction for victims of Hate crime is at 84.2%.

**The Office of the Police and Crime Commissioner:
Office Organisation Chart**



Other Roles:
Legal services, internal audit, and communication and media are provided through service level agreements with Warwickshire County Council. Other services can be provided by Warwickshire Police