

Warwickshire Police and Crime Panel

20 June 2014

Agenda

A meeting of the Warwickshire Police and Crime Panel will be held in **Committee Room 2, Shire Hall, Warwick on 20th June 2014, commencing 10.00 a.m.**

1. Appointment of Chair to the Warwickshire Police and Crime Panel

To appoint a Chair for 2014/15.

2. Appointment of Vice-Chair to the Warwickshire Police and Crime Panel

To appoint a Vice-Chair for 2014/15.

3. 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 or 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 43).
- 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 18th March 2014

4. Public Question Time

Up to 30 minutes of the meeting is available for members of the public to ask questions on any matters relevant to the business of the Police and Crime Panel or the Police and Crime Commissioner. Questioners may ask two questions and can speak for up to three minutes each. To be sure of receiving an answer to an appropriate question, please contact Janet Purcell at least 3 working days before the meeting. Otherwise, please arrive at least 15 minutes before the start of the meeting and ensure that Council representatives are aware of the matter on which you wish to speak.

5. Special Constables

Special Constables will be in attendance at the meeting to share their experiences with the Police and Crime Panel.

6. Terms of Reference and Rules of Procedure

To consider the Panel's Terms of Reference and approve the updated Rules of Procedure.

7. Appointment of Sub-Panels

To consider an update on the two Sub-Panels and approve the scoping document for the Victim Services Commissioning Task and Finish Group.

8. Police and Crime Plan 2013-17

To consider an update on the Commissioner's delivery, including recently activity and decisions taken, in respect of the Police and Crime Plan.

9. Community Engagement and Delivery Plan

To consider an update on the Delivery Plan for the Commissioner's Community Engagement Strategy.

10. Community Safety Grants

To receive information in respect of the grants awarded.

11. Warwickshire Police and Crime Panel Annual Report 2013/14

To note the first Panel's first Annual Report.

12. Implementation of the Blueprint Model

To receive a progress report on the implementation of the Strategic Alliance's Blueprint Model.

13. End of Year Budget Monitoring

To receive the budget outturn report for 2013/14.

14. Work Programme 2014/15

To consider the updated Work Programme and future areas of activity.

15. 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).

16. Date of Next Meeting

The next meeting has been scheduled for 18th July 2014, commencing 10.00 a.m. at Rugby Town Hall.

17. 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

Contact Details

For queries regarding this agenda, please contact:
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JIM GRAHAM
Chief Executive
Shire Hall
Warwick

**Minutes of the Warwickshire Police and Crime Panel
held on 18th March 2014**

Present:

Members of the Panel

Councillors:

Michael Coker	Warwick District Council
Nicola Davies	Warwickshire County 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 (Vice Chair)

Office of the Police and Crime Commissioner

Neil Hewison Chief Executive

Warwickshire County Council Officers

Georgina Atkinson Democratic Services Team Leader
Jane Pollard Governance Advisor

1. General

(1) Apologies

There were no apologies for absence.

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

Robin Verso declared a non-pecuniary interest; the nature of the interest being that he was the Chair of the Warwickshire Probation Trust.

(3) Minutes of the meeting held on 3rd February 2014

The Police and Crime Panel agreed that the minutes of the meeting held on 3rd February 2014 be signed by the Chair as a true and accurate record.

Minutes of the Warwickshire Police and Crime Panel held on 18th March 2014

With regard to 'Proposed Local Police Precept 2014/15', Neil Hewison, Chief Executive (Office of the Police and Crime Commissioner) advised that a large number of applications for the Commissioners Grant Scheme had been submitted. An evaluation criteria was currently being developed, which would be circulated to all applicants and would ensure that there was a transparent review and evaluation process to assessing each application. Neil Hewison explained that the need to rebalance the funding back to the Community Safety Partnerships had been acknowledged; however, this would be wholly dependent on the quality of the Partnerships' applications. An event would be organised to promote other funding streams, which may support those applicants that had been unsuccessful in the Community Safety Grant bid. Members were advised that the final decision on successful applications would be made by 3rd April 2014. Applications would also be considered in respect of the rural and cyber crime initiative, to identify those which would be more appropriately funded through this initiative, rather than the Commissioners Grant Scheme.

2. Public Engagement

Georgina Atkinson, Democratic Services Team Leader, presented members with proposals to increase public engagement in meetings of the Police and Crime Panel. Research had been undertaken to assess how public participation was encouraged by Police and Crime Panels across the country. From the research undertaken, it was apparent that Panels had either introduced a formal Public Participation Scheme, or were taking steps to introduce one in the near future. A number of those Panels had also extended the scheme to include questions to the Police and Crime Commissioner.

The Panel agreed that it was important to have the stipulation for questions to be submitted at least three working days in advance of the meeting, to allow sufficient time for an answer to be drafted for the meeting; however, it was also important to have flexibility within the scheme, to allow the Chair discretion to accept questions that were submitted after the three-day period for exceptional circumstances. Members also considered that statements from the public should be also be accepted, at the discretion of the Chair.

With regard to the inclusion of questions to the Police and Crime Commissioner, Neil Hewison advised that the Commissioner had been made aware of this proposal and would accept this invitation. He added that the public accountability meetings between the Commissioner and the Chief Constable had been improved to include an informal open surgery session, followed by a question time session, at which questions could be asked without prior notification. The meetings were also webcast. The last meeting, which had been held in North Warwickshire had a public attendance of 40-50 people.

Minutes of the Warwickshire Police and Crime Panel held on 18th March 2014

Members discussed the value of webcasting meetings of the Panel and requested that an assessment of the benefits, risks and costs be undertaken. Georgina Atkinson advised that webcasting capability would depend on the venue for each Panel meetings.

The Police and Crime Panel agreed to:

- 1) Approve the proposed Public Question Time Scheme for meetings of the Panel and that it be allocated as a standing item on each agenda;
- 2) Approve that the Public Question Time allow for questions to be asked of the Police and Crime Commissioner;
- 3) Remove the "in writing" stipulation for any questions submitted past the three-day window in exceptional circumstances;
- 4) Note the improvements to the Panel's web page and proposals for further enhancement;
- 5) Note the proposed methods, including the use of social media, to achieve wider promotion of the Panel and its scheduled meetings and that Community Forum meetings and Borough Council newsletters also be used for promotion; and
- 6) Request that an assessment of the benefits, risks and costs for webcasting meetings of the Panel be undertaken.

3. Police and Crime Panel Annual Report

The Police and Crime Panel was advised of the value of publishing an Annual Report which highlight the Panel's activity throughout the year and key outcomes that had been achieved. Georgina Atkinson advised that the document could be widely promoted in order to raise public awareness of the role of the Panel and what it had achieved for Warwickshire residents. Panel members could also be encouraged to present the Annual Report to their authority's Council meeting as a method of informing elected members.

The Police and Crime Panel agreed to:

- 1) The development of an Annual Report which will highlight activity throughout the year and outcomes achieved; and
- 2) Publish an Annual Report for 2013/14.

**Minutes of the Warwickshire Police and Crime Panel
held on 18th March 2014**

4. Appointment of Sub-Panels

Georgina Atkinson reported that recent research by the Centre for Public Scrutiny had indicated that Police and Crime Panels across the country had met more frequently than the four times envisaged by the Home Office. This was thought to reflect the need for additional meetings in order to meet the extensive statutory requirements and key responsibilities. Since December 2012, the Warwickshire Police and Crime Panel had held ten formal meetings.

Members were advised that it was likely that the future work of the Panel would extend to include 'proactive' scrutiny, which would involve the investigation of issues of priority to both the local area and the Police and Crime Commissioner. It was therefore recommended that small Sub-Panels be appointed to transact the business required.

Georgina Atkinson explained that the delegation of responsibility to smaller groups of Panel members may provide a more effective way to complete the level of work required. Members noted that the Panel had already experienced some success in this approach with the establishment of the Budget Working Group in June 2013.

The Panel considered a proposal to appoint a Planning and Performance Working Group. The purpose of the Working Group would be to undertake a quarterly review of performance and risk monitoring reports against the Police and Crime Commissioner's priorities, as outlined in the Police and Crime Plan 2013-17. Neil Hewison advised that the Commissioner's Business Plan was currently being developed and, once finalised, would assist the Panel to assess planning and performance.

The Panel considered a proposal to appoint a Victims Services Commissioning Task and Finish Group. The purpose of the Working Group would be to review the commissioning of services in respect of victim support. Neil Hewison advised that a Policy Officer was currently working on this project and that there was the intention to schedule a Victims Summit in May, to which members of the Panel would be invited. A Commissioning Manager had been appointed by the Alliance to develop a Commissioning Framework across both Warwickshire and West Mercia. The Panel requested that the scoping document be prepared and presented to the next meeting, at which the Task and Finish Group would be appointed.

The Police and Crime Panel agreed to:

- 1) Appoint a Planning and Performance Working Group, with a membership of Councillor Peter Fowler, Bob Malloy and Councillor June Tandy*;
- 2) Request that the scoping document for the Victim Services Commissioning Task and Finish Group be prepared and presented to the next meeting;
and

**Minutes of the Warwickshire Police and Crime Panel
held on 18th March 2014**

3) Adopt the Scoping Document for Task and Finish Group reviews.

*(*Post meeting administrative note – Robin Verso has also been appointed to the Planning and Performance Working Group)*

5. Work Programme 2014/15 and Future Meeting Dates

The Police and Crime Panel was advised that an informal meeting to discuss the Work Programme 2014/15 for the Police and Crime Panel was held on 21st January 2014. Georgina Atkinson advised that the Work Programme was a live document which would be updated following each meeting. Items may also be deferred or added to the Work Programme as considered necessary and agreed by the Chair of the Panel.

With regard to meeting venues, members were advised that at present the Panel held all formal meetings at Shire Hall, Warwick. There had been a suggestion that the Panel held its meetings across the county, in each of the member authority areas.

The Vice-Chair expressed his support for the Panel interacting with other bodies in order to consider their views in respect of the role and engagement of the Police and Crime Commissioner.

The Police and Crime Panel agreed to:

- 1) The proposed Work Programme for 2014/15;
- 2) Add an item to the Work Programme to review the Office of the Police and Crime Commissioner, in respect of structure and composition, in comparison to other Offices;
- 3) Hold future meetings at each of the six authority's Town/Civic Halls on a rotation basis;
- 4) Note the update on recommendations and actions previously requested by the Panel; and
- 5) The future meeting dates for 2014/15, as follows: 20th June, 18th July, 26th September, 21st November and 3rd February 2015.

6. Urgent Items

There were no urgent items on this occasion.

**Minutes of the Warwickshire Police and Crime Panel
held on 18th March 2014**

7. Date of Next Meeting

The Panel noted that the next meeting had been scheduled for 20th June 2014 at Shire Hall, Warwick.

The meeting rose at 11.10 a.m.

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Chairman

Warwickshire Police and Crime Panel

20th June 2014

Special Constables

Recommendations

That the Warwickshire Police and Crime Panel consider the experiences of the Special Constables and ask any relevant questions.

1.0 Summary

- 1.1 Two Special Constables will be in attendance at the meeting to share their experiences with the Police and Crime Panel. This will then be followed by a brief Question and Answer session, where the Panel is welcome to put any relevant questions to the Constables.

Warwickshire Police and Crime Panel

20th June 2014

Terms of Reference and Rules of Procedure

Recommendations

That the Warwickshire Police and Crime Panel:

- 1) Notes the Terms of Reference; and
- 2) Approves the addition of the Public Question Time scheme to the Rules of Procedure.

1.0 Summary

- 1.1 The Terms of Reference and Rules of Procedure for the Police and Crime Panel are attached for information at **Appendix A**. The Rules of Procedure have been updated to reflect the decision taken by the Panel on 18th March 2014 to introduce a Public Question Time scheme.
- 1.2 The Panel is asked to approve the updated document.

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Portfolio Holder	Councillor Kam Kaur	cllrkamkaur@warwickshire.gov.uk

Warwickshire Police and Crime Panel Arrangements

1. Terms of Reference

The Panel is established as a joint committee of the Constituent Councils under section 28 Police Reform and Social Responsibility Act 2011.

Purpose

To support the effective exercise of the functions of the Police and Crime Commissioner for Warwickshire (the Commissioner).

Powers

- (a) To review the draft Police and Crime Plan including any draft variation and make report or recommendation on the draft plan to the Commissioner.
- (b) To review the proposals by the Commissioner for the precept (budget) and to report and make recommendations to the Commissioner. The Panel may veto the proposed precept on a 2/3rd majority of the membership of the Panel.
- (c) To review and or scrutinise decisions made or other action by the Commissioner in discharge of his/her functions and make reports or recommendations to the Commissioner.
- (d) To suspend the Commissioner if it appears he/she has been charged with an offence in the UK, Channel Islands or Isle of Man which carries a maximum term of imprisonment exceeding 2 years.
- (e) To appoint an Acting Commissioner from the Commissioners staff in the following circumstances:
 - a. No person holds office for Warwickshire; or
 - b. The Commissioner is incapacitated; or
 - c. The Commissioner is suspended.
- (f) To review and hold confirmation hearings in relation to proposals by the Commissioner to appoint a Chief Executive, Chief Finance Officer or Deputy Police and Crime Commissioner.
- (g) To review and hold a confirmation hearing in relation to a proposal by the Commissioner to appoint a Chief Constable. The Panel may veto the proposed appointment on a 2/3rd majority of the membership of the Panel.
- (h) To review and hold a scrutiny hearing in relation to a proposal by the Commissioner to remove a Chief Constable.
- (i) To publish any reports or recommendations made to the Commissioner as it sees fit and to send a copy to each constituent local authority.

Warwickshire Police and Crime Panel Arrangements

- (j) To require the Commissioner or any of his/her staff to attend on reasonable notice to answer questions necessary to the functions of the Panel and/or respond in writing to any report or recommendations made. Where the Commissioner is required to attend, the Chief Constable (on reasonable notice) can be required to attend at the same time to answer questions.

2. Membership

Ten elected members

A Councillor from each of the following constituent authorities:

- North Warwickshire Borough Council
- Nuneaton and Bedworth Borough Council
- Rugby Borough Council
- Stratford District Council
- Warwick District Council
- Warwickshire County Council

The Warwickshire County Council shall appoint four additional County Councillors as members and in making those appointments **shall ensure** that the fair representation principle and balanced appointment objective are met.

In selecting County Councillors for these additional appointments, the County Council will seek to ensure that each district/borough administrative area has a County Councillor from that area.

The County Council shall review its appointments of the four additional County Councillors annually to ensure the fair representation principle and balanced appointment objective continue to be met. The review will take place following the outcome of any ordinary elections in any of the constituent authorities (normally May/June).

The constituent authorities may from time to time change their nomination or appointments to the Panel and may arrange for a substitute to attend any meeting of the Panel. Substitutes should normally be drawn from the same political party as the member they are replacing.

Two co-opted members appointed by the Panel

The Panel shall appoint two co-opted members who are not elected members of any of the constituent authorities. In making those appointments, the Panel shall have regard to the balanced appointment objective.

Additional Co-opted Members appointed by the Panel

The Panel may not appoint any additional co-opted members without the consent of

Warwickshire Police and Crime Panel Arrangements

the Secretary of State. The Panel may by resolution seek the approval of the Secretary of State to appoint up to 8 additional co-opted members and in doing so shall set out how its proposals for further appointments would enhance the balanced appointment objective.

In making nominations or appointments to the Panel the constituent authorities must have regard to the following principles

Fair representation principle – each local authority in the police area has at least one Councillor representative.

Balanced appointment objective – Councillor members and Councillor co-opted members when taken together should:

- Represent all parts of the police area;
- Represent the political make-up of the relevant authorities when taken together; and
- Have the skills, knowledge and experience necessary for the police and crime panel to discharge its functions effectively.

3. Appointments – Duration

Appointments to the Panel continue until:

- (i) In relation to elected members, the person appointed is replaced or removed by their nominating/appointing body; resigns or ceases to be an elected member.
- (ii) In relation to co-opted members, their term of appointment comes to an end, the person appointed resigns, is replaced, or removed by the Panel.
- (iii) The term of appointment of a co-opted member may not be more than 4 years, but a co-opted member may be re-appointed for further periods not exceeding 4 years at a time.
- (iv) The Panel may at its discretion remove a co-opted member from the Panel by resolution notwithstanding their term of appointment.

4. Administering Authority

The Warwickshire County Council shall be the administering authority for the Panel and any financial resources attributable to the Panel including the administration of any Member Allowances Scheme. Any services provided will be funded within the envelope of money provided by Government for the support of the Panel.

The Chief Executive and Monitoring Officer of the Warwickshire County Council respectively will be the Proper Officer and Monitoring Officer for Panel.

Warwickshire Police and Crime Panel Arrangements

The committee administration services will be provided by Warwickshire County Council's Democratic Services. The publication of agenda, papers and minutes will be in accordance with normal statutory Access to Information requirements. Papers for meetings will be published and circulated electronically to members.

The normal level of committee administration support within a municipal year would include support for between 4 -5 ordinary meetings of the joint committee (including any associated Chair's briefing), any additional meetings to meet statutory requirements relating to confirmation or scrutiny hearings plus the facilitation of up to two seminar events for the Panel.

Additional support over and above this level would depend on the availability of resources.

5. Member Expenses

Members and Co-opted Members may claim travel and subsistence expenses.

6. Agreement and Modifications

Each constituent authority and each member of the Panel shall comply with these arrangements.

Changes to these arrangements may be made by agreement between the constituent authorities subject to any statutory requirements.

Warwickshire Police and Crime Panel Arrangements

Warwickshire Police and Crime Panel Rules of Procedure

1. Appointments – Duration

Appointments to the Panel continue until:

- (i) In relation to elected members, the person appointed is replaced or removed by their nominating/appointing body; resigns or ceases to be an elected member.
- (ii) In relation to co-opted members, their term of appointment comes to an end, the person appointed resigns, is replaced, or removed by the Panel.
- (iii) The term of appointment of a co-opted member may not be more than 4 years but a co-opted member may be re-appointed at the discretion of the Panel for further periods not exceeding 4 years at a time.
- (iv) The Panel may at its discretion remove a co-opted member from the Panel by resolution notwithstanding his/her term of appointment.

2. Meeting frequency

The Panel will meet at least two times a year and on such other occasions as it sees fit. The time and place of such meetings shall normally be agreed by the Panel or the Chair. Where there is a statutory requirement for the Panel to meet, the Proper Officer or the Monitoring Officer may convene the meeting. The Panel must meet to consider the following:

- (a) **Senior Appointments to Commissioners staff** – within 3 weeks of being notified of the proposed appointment of a Chief Executive, Chief Finance Officer or Deputy Police and Crime Commissioner, the Panel must hold a public confirmation hearing.
- (b) **Appointment of Chief Constables** – within 3 weeks of being notified of the proposal to appoint by the Commissioner, the Panel must hold a public confirmation hearing. [for process see Annex to these rules]
- (c) **Removal of Chief Constables** – within 6 weeks of the notification by the Commissioner, the Panel must give a view on whether the Commissioner should call for retirement or resignation during which they must hold a 'scrutiny hearing' at which the Commissioner and Chief Constable can make representations.
- (d) **Review of the proposed precept** – as soon as practicable following receipt of the proposals by the Proper Officer and within the time frame set by any regulations. [for process see Annex to these Rules]

Warwickshire Police and Crime Panel Arrangements

- (e) **Review of the draft Police and Crime Plan** – as soon as practicable, following receipt of the report by the Proper Officer.

- (f) **Review of the Annual Report of the Commissioner** – as soon as practicable, following receipt of the report by the Proper Officer

3. Establishment of Sub-Committees

The Panel may establish sub-committees to carry out its functions or advise it, subject to the following:

- The Panel may not delegate those functions set out in paragraph 2 above to any committee or sub-committee.
- A sub-committee may not co-opt any members.

4. Notice of and Summons to Meetings

At least 5 clear days notice to the public of the time and place of any meeting by posting details at Shire Hall Warwick which is the designated office. Notice of meetings will also be published on the Warwickshire web: <http://www.warwickshire.gov.uk/>

At least 5 clear days before a meeting, a summons signed by the Proper Officer must be sent by email to every member and co-opted member of the Panel or left at their usual place of residence or such other alternative address as notified to Proper Officer in writing. The summons will give the date, time and place of each meeting and specify the business to be transacted, and will be accompanied by such reports as are available.

Lack of proper service of a summons upon any member or co-opted member will not invalidate the meeting.

4. Public Access to Agenda and Reports

Copies of the agenda and accompanying reports will be made available for inspection by the public at the designated office and on the Warwickshire Web <http://www.warwickshire.gov.uk/> at least 5 clear days before the meeting

Where a report is not included with the agenda, the Monitoring Officer shall make each such report available to the public for inspection as soon as the report is completed and sent to the Panel members.

Confirmation hearings must be held in public session.

Scrutiny hearings must be held in private session.

Nothing in this rule requires the disclosure of any report containing confidential or exempt information.

Warwickshire Police and Crime Panel Arrangements

5. Quorum

The quorum at meetings shall be one *quarter* of the membership of the Panel. Any legal requirements which from time to time specify a particular quorum will be observed.

If the Chair declares there is no quorum, the meeting will adjourn immediately. Remaining business will be considered at a time and date fixed by the Chair or, if none, at the next meeting of that body.

6. Minutes

Minutes will be taken of every meeting to which these Rules apply.

Minutes will contain all motions and amendments moved at the relevant meeting.

Every set of minutes must be taken to the next suitable meeting where the Chair will move that they be approved as an accurate record. Once approved, the minutes shall be signed by the Chair

7. Record of Attendance

Each member present during the whole or any part of any meeting must sign his/her name in the relevant attendance book.

8. Speeches and Debates

Subject to any legal requirements, it is intended that meetings have the greatest amount of flexibility to conduct business in the way that they consider most effective. The conduct of business, including speeches and debates at such meetings, will be at the discretion of the Chair acting reasonably. The Chair has discretion to limit debate but not to less than one hour. Any motion to curtail debate shall not be moved less than one hour into any debate.

9. Motions and Amendments

Any motion or amendment shall be proposed and seconded. When seconding a motion or amendment, a member or co-opted member may reserve their speech until later in the debate. The Chair may permit two or more amendments to be discussed (but not voted on) together if circumstances suggest that this course would facilitate the proper conduct of the Panel's business.

A member or co-opted member proposing a motion or amendment, which has been seconded, has the right to reply at the end of the debate before the motion or amendment is put to the vote.

Warwickshire Police and Crime Panel Arrangements

Amendments must be relevant to the motion and ***must not negate*** the motion. The ruling of the Chair on the admissibility of an amendment is not open to challenge.

Amendments will either be:

- to leave out words; and/or
- to insert or add words; and/or
- to refer the matter to another body or person.

Amendments shall be voted on in the order in which they have been seconded.

If an amendment is carried, the motion as amended shall take the place of the original motion and shall become the substantive motion upon which any further amendment may be moved.

Rights of Reply – Order

Rights of reply shall be exercised in the following order:

- (a) the mover of an amendment;
- (b) where there is more than one amendment the rights of reply shall be exercised in the order the amendments were moved;
- (c) the mover of the original (substantive) motion.

A member or co-opted member exercising a right of reply shall confine his/herself strictly to answering previous observations and shall not introduce any new matter.

Point of Order

A member or co-opted member may raise a point of order at any time. A point of order may only relate to an alleged breach of these Rules or the law. The member or co-opted member must cite the rule or law and the way in which he/she considers it has been broken. The ruling of the Chair on the matter will be final.

Personal Explanation

A member or co-opted member may at any time make a personal explanation, on a matter relating to some material part of his/her earlier speech, which appears to have been misunderstood in the present debate. The ruling of the Chair on the admissibility of a personal explanation will be final.

10. Voting:

All members and co-opted members may vote.

Voting shall be by show of hands.

Warwickshire Police and Crime Panel Arrangements

All issues will be decided by a majority of those present, unless the law or these Rules specifically require otherwise. A resolution to veto a precept proposed by the Commissioner or the appointment of a Chief Constable requires a 2/3rd majority of the membership of the Panel.

In the event of equality of votes the Chair, if otherwise eligible to vote, will have a casting vote. There will be no restriction on how the Chair chooses to exercise a casting vote.

If there are more than two people nominated for any position to be filled and there is no clear majority in favour of one person, the person with the least votes will be taken off the list and a new vote taken. The process will continue until there is a majority of votes for one person.

11. Validity of Proceedings

The validity of the proceedings of a police and crime panel is not affected by a vacancy in the membership of the panel or a defect in appointment.

12. Election of Chair:

A Chair and Vice-Chair shall be elected at the first meeting of the Panel and thereafter annually in June each year. Every Chair and any Vice-Chair shall remain in office until he/she resigns, is suspended, or ceases to be an elected member or until a successor is appointed. The Panel may elect a Chair or Vice-Chair whenever a vacancy in office arises.

Powers and Duties

It shall be the duty of any Chair to conduct the meeting efficiently and effectively and at all times to act reasonably. The Chair shall have full power to conduct the meeting in the way that he/she considers most expedient and to decide upon any points of procedure subject only to statutory requirements (if any) and these Rules. The decision of the Chair shall be final; however, where two or more members raise a point about procedure or the conduct of the meeting, the Chair must seek and take account of the advice of the monitoring officer (or his/her nominee) before giving any decision.

Power to Adjourn

If at any meeting there is a general disturbance making orderly conduct of business not reasonably possible, the Chair may adjourn the meeting for as long as he/she thinks necessary.

Removal of a Member of the Public

Any member of the public who interrupts proceedings or acts improperly shall firstly be warned by the Chair that, if their conduct continues, the Chair will request that they

Warwickshire Police and Crime Panel Arrangements

leave or order them to be removed from the meeting.

Clearance of Part of the Meeting Room

If there is a general disturbance in any part of the meeting room open to the public, the Chair may call for that part to be cleared.

Member Not to be Heard Further

If at any meeting a member persistently disregards the ruling of the Chair by behaving improperly or offensively or deliberately obstructs business, the Chair may move that the member not be heard further. If seconded, the motion will be voted on without discussion.

Member to Leave the Meeting

If at any meeting the member continues to behave improperly after such a motion is carried, the Chair may move that either the member leaves the meeting or that the meeting is adjourned for a specified period. If seconded, the motion will be voted on without discussion.

Absent Chair

If at any meeting the relevant Chair or Vice-Chair is not present to preside, another member chosen by those present shall preside for that meeting. Any person presiding at the meeting has the same powers and duties as the Chair.

13. Probity and Ethics

Members will abide by any ethical rules or guidance set out in any of the following:

- (i) as stipulated by law (whether common law, statute, subsidiary legislation, statutory code or guidance);
- (ii) as set out in their nominating/appointing authority's Code of Conduct for Members;
- (iii) Co-opted Members shall comply with the Warwickshire County Council Code of Conduct for Members; and
- (iv) any other rules or guidance issued by the Monitoring Officer,

14. Access to Information and Confidentiality

Any confidential or exempt information and documentation shall be kept confidential by all members.

Warwickshire Police and Crime Panel Arrangements

Any disputes relating to the rights of access of any person under these Rules or any statutory provision or common law rights shall be referred to the Monitoring Officer.

15. Public Question Time

The Panel may include provision for a Public Question Time on an agenda of a meeting.

General

The Chair of the Warwickshire Police and Crime Panel has the power to manage the Public Question Time session and has the discretion to reject any question which:

- (i) has already been answered;
- (ii) is not relevant to the business of the Panel or the Police and Crime Commissioner; or
- (iii) he/she considers unsuitable.

Where a number of members of a particular organisation wish to ask questions on related matters, the Chair may limit the number of questioners as he/she considers appropriate.

The Public Question Time session shall be limited to thirty minutes.

Eligibility

Any member of the public who is resident or working in Warwickshire may put a question to the Panel. The questions:

- (i) must relate to the Panel's roles and responsibilities;
- (ii) must not be substantially the same question put to the meeting of the Panel within the previous six months;
- (iii) must not be defamatory, frivolous, vexatious or offensive;
- (iv) must not require the disclosure of confidential or exempt information; and
- (v) must not refer to any matter of an individual grievance or personal issue.

Any member of the public who is resident or working in Warwickshire may put a question to the Police and Crime Commissioner. The questions:

- (i) must relate to the role, responsibility and statutory powers of the Police and Crime Commissioner;
- (ii) must not be substantially the same question put to the meeting of the Panel within the previous six months;
- (iii) must not be defamatory, frivolous, vexatious or offensive;
- (iv) must not require the disclosure of confidential or exempt information; and
- (v) must not refer to any matter of an individual grievance or personal issue.

Warwickshire Police and Crime Panel Arrangements

Submission of Questions to the Police and Crime Panel and/or the Police and Crime Commissioner

The following procedure shall apply to the submission of questions to the Police and Crime Panel and/or the Police and Crime Commissioner:

- (i) Questions should be notified in writing and received by Democratic Services at least **3 working days** before the meeting.
- (ii) The questioner may ask a maximum of two questions.
- (iii) Each questioner shall have a maximum of three minutes to speak.
- (iv) Each question must give the name and address of the questioner and the name and date of the meeting to which it is to be put.
- (v) Democratic Services will record each question received and will immediately send or give a copy of the question to the Chair and/or the Police and Crime Commissioner and/or any other person to whom the question is likely to be put.
- (vi) Exceptionally the Chair, in consultation with Democratic Services, may accept questions at least fifteen minutes before the start of the meeting.

Procedure at the meeting

The following procedure shall apply to the consideration of public questions at meetings of the Police and Crime Panel:

- (i) The Chair will take the questions in the order he/she considers most appropriate.
- (ii) The questioner will be invited to ask the question.
- (iii) The Chair or the relevant person present will reply.
- (iv) The questioner may ask one supplementary question.
- (v) Any supplementary question must arise directly out of the original question or the reply and must not be interpreted as allowing a debate of either the question or the reply.
- (vi) Questions and answers given at the meeting will be recorded in the minutes of the meeting.

Absence of Questioner

In the absence of the questioner, the Chair has discretion over how to deal with the question and may put the question him/herself to the meeting.

Form of Answers

Answers may take the form of either a direct oral answer or reference to a publication. Where an oral answer cannot immediately be given, a written answer may be given to the questioner as soon as practicable following the meeting.

Any question which cannot be dealt with during public question time, either because of lack of time or absence of the appropriate person, will be dealt with by a written answer.

Warwickshire Police and Crime Panel Arrangements

All written answers given following the meeting will be circulated to all members of the body and, unless the contents would involve disclosure of exempt or confidential information, shall normally be made public.

Referral of a Question to the Commissioner

The Chair has discretion to decide whether discussion will take place on any question, but any member of the Panel may move that the subject matter be referred to the Commissioner. Once seconded, such a motion will be voted on without discussion.

16. Access by the Public to Meetings

Members of the public may attend all meetings subject only to the exceptions in these Rules.

Confidential Information – Requirement to Exclude Public

The public must be excluded from meetings whenever it is likely in view of the nature of the business to be transacted or the nature of the proceedings that confidential information would be disclosed.

Meaning of Confidential Information

Confidential information means information given to the Council by a government department on terms which forbid its public disclosure or information which cannot be publicly disclosed by or under any enactment or by Court Order.

Exempt Information – Discretion to Exclude Public

The public may be excluded from meetings whenever it is likely in view of the nature of the business to be transacted or the nature of the proceedings that exempt information would be disclosed.

17. Exclusion of Access of the Public to Reports

If the Monitoring Officer thinks fit, he/she may exclude access by the public to reports which in his or her opinion relate to items during which, the meeting is likely not to be open to the public. Such reports will be marked "Not for publication", together with the category of information likely to be disclosed.

18. Access to Minutes, etc. after the Meeting

The Monitoring Officer will make available copies of the following for public inspection for six years after the date of the meeting or the date of the decision:

Warwickshire Police and Crime Panel Arrangements

- (a) the minutes of the meeting or records of decisions taken, together with reasons, excluding any part of the minutes or record when the meeting was not open to the public which disclose exempt or confidential information;
- (b) a summary of any proceedings not open to the public where the minutes or record of the decision open to inspection would not provide a reasonably fair and coherent record;
- (c) the agenda for the meeting or session; and
- (d) reports relating to items when the meeting or session was open to the public.

19. Background Papers

The person originating the report, or in the case of a joint report the first named person shall ensure that every report includes a list of those documents (called background papers) relating to the subject matter of the report which in his/her opinion:

- (a) disclose any facts or matters on which the report or an important part of the report is based; and
- (b) which have been relied on to a material extent in preparing the report;

except published works or those which would disclose exempt or confidential information.

20. Public Inspection of background papers

The Monitoring Officer will make available for public inspection for four years after the date of the meeting one copy of each of the documents on the list of Background Papers.

21. Supply of Copies

The Monitoring Officer will supply copies of:

- (a) any agenda and reports which are open to public inspection;
- (b) any further statements or particulars necessary to indicate the nature of the items on the agenda; and
- (c) if the Monitoring Officer thinks fit, copies of any other documents supplied to members in connection with an item;

to any person on payment of a charge for postage and any other costs.

Warwickshire Police and Crime Panel Arrangements

ANNEX

Precepts and Vetoes

Task	Deadline
1. Commissioner to notify Panel of proposed precept	1 February
2. Panel to review the proposed precept, make recommendations, may veto if appropriate (include view whether precept too high or too low)	8 February
3a. If no veto Commissioner gives response to Panel report and publishes response	
The Commissioner may then issue the original precept or a different precept which accords with recommendations from the Panel.	
3b. If vetoed the Commissioner must notify Panel of the revised precept If the Panel view was that the original precept was too high the revised precept must be lower and vice versa.	15 February
4. Panel to report to Commissioner on revised precept and whether accepted or rejected	22 February
5. Commissioner gives response to Panel and publishes response	1 March
Thereafter the Commissioner may issue the revised precept or a different precept. Note: If the Panel view was that the original precept was too high the final precept must be lower and vice versa.	

Warwickshire Police and Crime Panel Arrangements
Appointment of Chief Constables and Vetoes

Steps	Deadline
1. Commissioner notifies panel of proposed appointment of chief constable	Day 1
2. Panel to hold confirmation hearing and report its views to the Commissioner	Within 3 weeks of notification
3a. If no veto –Commissioner advises Panel of his/her decision	No particular timeframe
Once 3a completed Commissioner can then proceed to appoint the Candidate	
3b. If Panel veto the proposed appointment the Commissioner notifies the Panel of a reserve candidate	No particular timeframe
4. Panel reviews the proposed appointment of the reserve candidate and reports to the Commissioner on whether or not that person should be appointed.	Within 3 weeks of notification
5. Commissioner considers the report and then notifies Panel whether he accepts or rejects the recommendation	No particular timeframe
6. Commissioner may then proceed to (a) appoint the reserve candidate or (b) propose another person for appointment in which case he/she then becomes the reserve candidate (back to Step 4)	No particular timeframe

Warwickshire Police and Crime Panel

20th June 2014

Appointment of Sub-Panels

Recommendations

That the Warwickshire Police and Crime Panel:

- 1) Considers the update on the Planning and Performance Working Group;
- 2) Approves the proposed Scoping Document for the Victims' Services Task and Finish Group; and
- 3) Appoints members of the Panel to the Victim Services Commissioning Task and Finish Group and selects the date for the first meeting.

1.0 Summary

- 1.1 At its meeting on 18th March 2014, the Police and Crime Panel considered the appointment of Sub-Panels to undertake more detailed and, where necessary, 'proactive' scrutiny work in order focus on issues of priority to both the local area and the Police and Crime Commissioner. At that meeting, members agreed to:
 - a) Appoint a Planning and Performance Working Group; and
 - b) Request that the scoping document for the proposed Task and Finish Group to review the commissioning Victims Services be drafted.
- 1.2 This report provides the Panel with an update on each of the above requests and seeks the Panel's approval in order to progress to the next stage of activity.

2.0 Planning and Performance Working Group

- 2.1 The Working Group has been established on a permanent basis, to meet quarterly to review performance and risk monitoring reports against the Police and Crime Commissioner's priorities, as outlined in the Police and Crime Plan 2013-17.
- 2.2 It is recommended that the first meeting of the Working Group be scheduled for July 2014, at which members will help to shape the performance measures for the monitoring of the Commissioner and the delivery of priorities in the

Police and Crime Plan 2013-17. This will be based on the draft Accountability Framework (attached at **Appendix A**) which demonstrates the link between the Commissioner's statutory responsibilities and the statutory powers of the Police and Crime Panel. This document will also help to shape the Terms of Reference of the Working Group, which will also be drafted at the first meeting.

2.3 The current membership of the Planning and Performance Working Group is Councillor June Tandy, Councillor Peter Fowler, Bob Malloy and Robin Verso (agreed 18th March 2014). It is suggested that the first meeting of the Working Group be scheduled for July 2014.

3.0 Victims' Services Task and Finish Group

3.1 This would be a time-limited review to focus on the views and experiences of victims of crime in relation to existing support and what support is required going forward. The review will identify the priorities, gaps and best practice of service provision in Warwickshire.

3.2 A copy of the draft scoping document which outlines the rationale and objectives for the review is attached at **Appendix B**. Because the review will need to be completed by September, it is recommended that a date for the first meeting be agreed in order to make a prompt start. The proposed dates for the first meeting of the Task and Finish Group are:

- Monday 30th June – pm
- Tuesday 1st July – pm
- Thursday 3rd July – pm

3.3 The Panel is asked to approve the scoping document, appoint members to the Task and Finish Group and select the date for the first meeting.

Appendices

Appendix A – Draft Accountability Framework

Appendix B – Victims' Services Task and Finish Group – draft scoping document

	Name	Contact details
Report Author	Georgina Atkinson	georginaatkinson@warwickshire.gov.uk
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Strategic Director	David Carter	davidcarter@warwickshire.gov.uk
Portfolio Holder	Councillor Kam Kaur	cllrkamkaur@warwickshire.gov.uk

Warwickshire Police and Crime Panel – Accountability Framework**Police and Crime Commissioner – Statutory Functions**

- To secure the maintenance of an efficient and effective police force for the area – Police Reform and Social Responsibility Act 2011, Section 1(6)
- To hold the chief constable to account for the exercise of the chief constables functions and those under the direction and control of the chief constable – Police Reform and Social Responsibility Act 2011, Section 1(7)
- To cooperate with local community safety partners to achieve the objectives of the police and crime plan and to work with criminal justice bodies to make arrangements for efficient transaction of criminal justice policy in the force area – Police Reform and Social Responsibility Act 2011, Section 10, section 88 and Schedule 11

Police and Crime Panel – Overarching Statutory Functions

The overall role of the Panel is to hold the Police and Crime Commissioner to account, promote openness in the transaction of police business and support the Police and Crime Commissioner in the effective exercise of his/her functions.

Specific statutory roles include:

- To review the PCC's proposed budget/precept; Police and Crime Plan and Annual Report.
- To review proposals put forward by the Commissioner for senior appointments or dismissals including that of the Chief Constable through holding confirmation or scrutiny hearings.
- To offer informal resolution of complaints about the conduct of the Commissioner and Deputy Commissioner. The Panel has delegated the initial handling of such complaints to the Chief Executive of the Office of the PCC.

Warwickshire Police and Crime Panel – Accountability Framework

PCC Statutory Responsibilities	PCP Powers	What this means in practice	Delivery Body	Information Sources
<p>1.</p> <p>To issue a Police and Crime Plan. The PCC must consult the chief officer and have regard to the Panel in making or varying the plan.</p> <p>The Plan must set out the PCC's objectives, details of grants to partners, resources the chief officer will be given and how he will be held to account/measured.</p> <p>The Plan must have regard to the Strategic Policing Requirement (SPR).</p> <p>(PRSRA S5,7 and 8)</p>	<p>To review the draft plan including any draft variation and make report or recommendation on the draft to the PCC.</p> <p>To hold the PCC to account for delivering the Warwickshire Police and Crime Plan.</p> <p>To help the PCC deliver the Strategic Policing Requirement, reflecting local circumstances.</p>	<p>PCP must receive draft plan and any proposed updates and review and report to PCC.</p> <p>PCP to assist the PCC in developing the plan by making suggestions:</p> <ul style="list-style-type: none"> • for inclusions /amendments to the plan; • of ways of helping PCC achieve objectives; • supporting the development of a performance framework. <p>Ensuring the PCC takes appropriate action to meet the Plan's priorities.</p> <p>Helping the PCC bring together information on policing and community safety issues.</p> <p>PCP to develop understanding how the SPR affects the services delivered in Warwickshire, including the resources committed to meet the SPR.</p>	<p>Police and Crime Panel to receive updates on the Police and Crime Plan.</p> <p>Planning and Performance Working Group to monitor the delivery and performance against the Plan's priorities and any associated risks.</p>	<ul style="list-style-type: none"> • Quarterly performance reports (what actions taken and how relate to the plan priorities) • Information from selected meetings between PCC and Chief Constable. • Information from iQuanta (for Stats), HMIC and local partnerships. • Strategic Assessments for each CSP (prepared by the Observatory)
<p>2.</p> <p>The PCC holds the police fund and other grants. The PCC must set the policing precept and consult PCP.</p> <p>PRSRA S17-27</p> <p>Schedule 5 LG&Finance Act</p>	<p>To review proposals of the PCC for the precept and to report and make recommendations.</p> <p>The PCP has power of veto. Statutory process and timetable.</p>	<p>PCP considers precept with supporting budget proposals (annually).</p> <p>PCP to develop understanding of the budget and underlying funding assumptions and how link to Police and Crime Plan priorities.</p>	<p>Police and Crime Panel – annual budget precept meeting</p> <p>Budget Working Group – quarterly budget monitoring</p>	<ul style="list-style-type: none"> • Budget information • Quarterly performance reports. • Information from selected meetings between PCC and Chief Constable • Reports from HMIC and the Independent Audit Committee. • Information about partners spending.

Warwickshire Police and Crime Panel – Accountability Framework

PCC Statutory Responsibilities		PCP Powers	What this means in practice	Delivery Body	Information Sources
		To help the PCC use the Force's resources to meet the priorities of Warwickshire's residents.	To ensure the PCC is monitoring the use of the Force's resources to meet the priorities of Warwickshire's residents.		
3.	The PCC must obtain the views of local people and victims of crime before the policing and crime plan is issued and before precept is set.	To ensure appropriate public consultation.	PCP to consider and assist in development of the PCC's Public Engagement Strategy and Delivery Plan.	Police and Crime Panel to receive updates on the Delivery Plan.	<ul style="list-style-type: none"> • Feedback from PCC consultation activities • Information on how consultation has influenced priorities and any actions of PCC • Outcome of review of Strategy
4.	<p>The PCC must publish information about their performance and that of the chief constable and material required by the Specified Information Order (PRsRA S11(2))</p> <p>This includes statutory requirement to issue an annual report to PCP and to provide the information to Panel it needs to carry out its function.</p>	<p>To receive and review annual Report.</p> <p>To receive performance and other information (subject to some exemptions)</p>	PCP to review the Annual Report of the PCC and report to the PCC.	<p>Police and Crime Panel to consider and issue a formal response to the Annual Report.</p> <p>Planning & Performance Working Group to consider relevant performance information and risk assessments.</p>	<ul style="list-style-type: none"> • Annual Report of PCC (normally in June) • Quarterly performance reports • Information from selected meetings between PCC and Chief Constable. • Information from iQuanta (for Stats), HMIC and local partnerships.
5.	<p>To commission Community Safety services (applying grant fund).</p> <p>To cooperate with local</p>	To ensure the PCC develops a commissioning framework that delivers community outcomes and	PCP to understand how Community Safety Grants are awarded, the criteria, decision-making process and the monitoring of expenditure.	Police and Crime Panel to receive annual update.	<ul style="list-style-type: none"> • Details of Community Funding priorities and grants • Criteria for applying grants and planned outcomes and

Warwickshire Police and Crime Panel – Accountability Framework

PCC Statutory Responsibilities		PCP Powers	What this means in practice	Delivery Body	Information Sources
	community safety partners to achieve the objectives of the plan.	value. To ensure effective engagement with CSPs and Crime and Disorder Committees (WCC Communities O&S).	PCP will require information on how the PCC is aligning his priorities with those of Community Safety Partnerships and councils.		performance measures <ul style="list-style-type: none"> Monitoring of outcomes Lessons, models and evidence from elsewhere. Summary of issues raised by the CSPs and partners and actions taken.
6.	To work with criminal justice bodies to make arrangements for efficient transaction of criminal justice policy in the force area.	To input into consultation on arrangements and provide feedback to PCC on criminal justice issues.	PCP to respond to proposals (nationally or from PCC) that impact on local criminal justice system. To receive reports from PCC on proposals and actions.	Police & Crime Panel to consider and possible undertake own assessment.	<ul style="list-style-type: none"> PCC report on any responses to consultations or actions in relation to criminal justice policy and arrangements. Any consultation documents.
7.	To make decisions and take actions.	To review or scrutinise decisions made or other action by the PCC in discharge of his functions	Panel to receive regular reports on decisions and to monitor how these link to the PCC objectives and priorities.	Police and Crime Panel to receive regular updates.	<ul style="list-style-type: none"> PCC regular report to Panel meetings.
8.	<i>To work with public body partners –including WCC’s Health and Well Being Board,</i>	Supports the PCC in linking priorities and work of PCC with those of local councils (through Leaders, Chief Executives and bodies such as the HWBB)	Helping the PCC and Councils understand how the costs and benefits of tackling crime and disorder accrue to local authorities, businesses, the police and other public authorities. Advising Council Leaders and Chief Executives on the local implications of national policing issues. Identifying, and securing support, for collective solutions to issues of	Police and Crime Panel to consider.	PCC report to Panel meetings.

Warwickshire Police and Crime Panel – Accountability Framework

PCC Statutory Responsibilities		PCP Powers	What this means in practice	Delivery Body	Information Sources
			common interest or concern		
9.	To take part in national and regional policing initiatives	To consider how national initiatives impact on local policing and priorities for Warwickshire	To consider current national issues and PCC priorities and actions, e.g. Victim Support commissioning, National Air Police project, Child Exploitation.	Victims Services Commissioning Task and Finish Group to undertake detailed work and report findings and recommendations to the Police and Crime Panel.	Reports from PCC National reports and performance information.
10.	To drive collaboration between police forces and have regard to the Strategic Policing Requirement	To monitor PCC's performance in driving collaboration and the impact on local policing and priorities in Warwickshire	Regular update on Strategic Alliance	Police and Crime Panel to receive regular updates.	<ul style="list-style-type: none"> • Reports from PCC • Performance information
11.	To notify/involve the PCP in appointments and in complaints	<p>To hold confirmation hearings in relation to appointment of Chief Exec, Finance officer or Deputy PCC</p> <p>To review and hold scrutiny hearing in relation to any proposal from PCC to remove Chief Constable</p>	<p>To consider any complaints made personally against the PCC.</p> <p>To hold any necessary confirmation hearings.</p>	Police and Crime Panel to receive regular updates and hold additional meetings when required.	<ul style="list-style-type: none"> • Notification of all complaints made against the Commissioner / Deputy Commissioner. • Notification of appointments.

Warwickshire Police and Crime Panel – Accountability Framework

Possible areas of focus for the Police and Crime Panel, based on the PCC's priorities

Police and Crime Plan	Information to date	Information required	Information to PCP
<p>Summary: 5 Areas are: Reduce crime and disorder* Protect communities from harm* Empower local communities to prevent crime and disorder Deliver efficient and effective police force* Meet requirements of the Strategic Policing Requirement.</p> <p><i>* The three objectives against which primarily the performance of the police will be measured</i></p>			
Objective 1 – Reduce Crime and Disorder			
<ul style="list-style-type: none"> Reducing crime associated with drugs and alcohol Reducing anti-social behaviour Ensuring offenders brought to account and reduce reoffending 	Plan sets out bodies PCC working with – including strengthening SNTs (including everyone knows how/who to report problems to) and proposes areas for monitoring.	Data against proposed measures in plan Impact of PCSOs CS funded project objectives and outcomes	Crime statistics have been shared, but need targets and performance measures against priorities.
Objective 2 – Protect the public from harm			
<ul style="list-style-type: none"> Hate crime, domestic abuse, sexual violence and safeguarding children and adults Road Safety Investigate innovative ways to prevent crime against people and promoting early intervention 	Some information in Plan And proposed areas for monitoring. Some information in plan –including support for safety of cyclists.	Data against proposed measures in plan. How is PCC monitoring number of reports and determining whether there is effective preventative strategies. Measures of success.	Crime statistics have been shared, but need targets and performance measures against priorities.

Warwickshire Police and Crime Panel – Accountability Framework

Police and Crime Plan	Information to date	Information required	Information to PCP
Objective 3 – Empower local communities to prevent Crime and Disorder			
<ul style="list-style-type: none"> • Work with community groups, Councils, F&R, HWBB • Keeping PCSO numbers at no less than 100 • Consistent and comprehensive support for victims of crime • Increasing special constables 	<p>Meetings recorded</p> <p>Numbers of PCSOs in place</p> <p>That commissioning of victim support not yet agreed</p> <p>SCs – aim is to increase from 309 to 410</p>	<p>Measures of success.</p> <p>How far got, what is the timescale?</p>	<p>List of extended powers.</p> <p>PCC report back on progress with commissioning Victim Support</p> <p>Need targets and performance measures against priorities.</p>
Objective 4 – Deliver an efficient and effective police service			
<p>Through: Strategic Alliance, monitor of Protective Services, ensuring a ‘more consistent provision of local policing’</p>	<p>Outlined in plan. Includes aim that everyone will know their local Beat Manager as stated in objective one.</p> <p>Focus on volunteers</p>	<p>Briefing on structure, objectives and progress of the Alliance – report from Governance Group?</p> <p>How Alliance fits the New Policing Model</p>	<p>What are criteria applied to volunteers, how measure success?</p>
<p>Strategic Policing Requirement</p> <p>Criminal or terrorist threats and harms that require cross boundary response, e.g. Cyber crime.</p>	<p>References in reports and verbal references to national meetings.</p>	<p>Evidence that the Alliance has the capacity and capability to meet national threats</p>	<p>Same performance reports as West Mercia?</p>

Warwickshire Police and Crime Panel – Accountability Framework

Police and Crime Plan	Information to date	Information required	Information to PCP
National policing response in concert with other agencies, including capabilities that forces need to maintain to achieve outcomes.			
Specific Areas Raised By Panel – included in Work Programme 2014/15			
Strategic Policing	Questions are raised at meetings showing members wish to understand more about policing.	Briefing on the national and strategic policing picture and how Warwickshire fits this.	Report back promised – may need to have a seminar type session
Performance Management	This has been raised in relation to budget, the Police and Crime Plan and some data given, but no performance framework as such.	Need information on the key areas of performance and indicators and how the PCC is holding the CC to account in delivering.	To be monitored by the Planning and Performance Working Group
Victim Support	Is an area where concern about commissioning of services (as referred to above).	Explore how partners can work together in coordinated/consistent way?	To be undertaken by Task and Finish Group
Budget	Information to Panel and BWG.	Request for quarterly budget monitoring – end of quarter information, reserves, capital programme.	To be undertaken by Budget Working Group? TBC
Estates Strategy	No information to date.	Information on the Strategy and the Joint Property Vehicle.	JPV due 18 th July 2014
Community Ambassadors	Updates on the scheme.	Job description and criteria for selection. How operates alongside role of councillors. How information from these 'eyes and ears'	Report back to Panel, including annual review – due 26 th September

Warwickshire Police and Crime Panel – Accountability Framework

Police and Crime Plan	Information to date	Information required	Information to PCP
		is being analysed and used by PCC	2014.
Engagement Strategy	Had a document listing who the PCC will engage with and meetings he will hold and attend.	It is not clear how these will be tied together and influence development of priorities and measure of effectiveness of his initiatives or performance of police.	Delivery Plan due 20 th June 2014
Community Safety Grants	List of grants made has been tabled.	Need to understand the criteria applied in awarding grants and how the PCC will ensure are aligned with his priorities and those of partners (such as local councils, HWBB etc.) Will the PCC engage with the WCC 'Statement of Intent' regarding grants to the Voluntary Sector?	Criteria and performance measures – yet to be shared. Update on grants awarded due 20 th June 2014.

Warwickshire Police and Crime Panel Task and Finish Group Scoping Document

Review Topic (Name of review)	Commissioning of Victims' Services
Task and Finish Group Members	To be appointed at 20 th June meeting of the Police and Crime Panel.
Key Officers / Departments	Chris Lewis – lead, Office of the Police and Crime Commissioner Sue Ingram, Domestic Abuse Manager, WCC Etty Martin, Sexual Health Co-ordinator, WCC
Lead Support Officer	Georgina Atkinson
Timescales	The Task and Finish Group to report its finding to the 26 th September meeting of the Police and Crime Panel.
Rationale (Key issues and/or reason for doing the review)	<p>Prior to the election of the Police and Crime Commissioners (PCCs) in November 2012, the Ministry of Justice annually awarded Victims Support (“An independent charity helping people cope with the effects of crime, by providing free and confidential support and information”) £38m for the delivery of support services to victims of crime. The majority of that funding (£25m) is ring-fenced for victims of the core categories of crime – in Warwickshire, this equates to 12,000 crimes per year, which are referred to Victims Support.</p> <p>Following the election of the Commissioners, the Ministry of Justice split the £25m across each of the 41 Commissioners with a view that support services for victims of crime should be commissioned locally and seek to involve the Third Sector.</p> <p>In light of this, Warwickshire's PCC is currently conducting research of the current landscape of victim support services, in terms of those currently provided by Victims Support and other specialist providers. The MoJ requires the commissioning intentions for each Force area to be confirmed by 1st April 2015. There is currently no stipulation when services must be commissioned or contracts awarded.</p> <p>The Office of the PCC has organised a practitioner event for 22nd May 2014 to explore the provision of services; however, the OPCC recognises the need for the experiences and views of the victims of crime to be a key contributor in the consideration of what support services are required across Warwickshire. The Victim's Commissioner report ‘Listening and learning: Improving support for victims in Warwickshire’ included a recommendation that the PCC “<i>should listen to the victims of crime, to determine a Warwickshire standard of service which, as a minimum, meets the requirements of the Victims Code, and which pays particular attention to improving communication between the police, criminal justice agencies, victims and the wider public</i>”.</p> <p>Listening to the voice of victims, and evaluating their experiences of existing support services in order to ascertain a picture of local need, will be the key role of the Task and Finish Group in this piece of work and will contribute to the OPCCs determination of its commissioning intentions.</p>

**Warwickshire Police and Crime Panel
Task and Finish Group Scoping Document**

<p>Objectives of Review (Specify exactly what the review should achieve)</p>	<p>The review will provide an evidence-based view from the community about the current provision of support services to victims and what support is required going forward. The review will identify the priorities, gaps and best practice of service provision in Warwickshire.</p>
<p>Scope of the Topic (What is specifically to be included/excluded)</p>	<p><u>Include</u> The following will be included in the scope of the review:</p> <ul style="list-style-type: none"> • Identification and evaluation of the experiences and views of the victims of crime in terms of the support services that are currently provided. • Focus on victims of: anti-social behaviour, domestic abuse, sexual violence, hate crime and young victims of crime. • Consideration of the MoJ 'Code of Practice for Victims of Crime' to determine compliance measures that meet the needs of the victims and accountability procedures for providers.
<p>How will the public be involved?</p>	<ul style="list-style-type: none"> • Identification of focus / review groups for victims (if in existence). • General promotion and calls for evidence by the Task and Finish Group, to welcome input from the public.
<p>What site visits will be undertaken (if required)?</p>	<p>Possible site visits to service providers (such as the Blue Sky Centre at George Eliot Hospital) if deemed necessary to better understand the needs of victims.</p>
<p>How will our partners be involved? (consultation with relevant stakeholders, District / Borough reps)</p>	<p>District/Borough members will be encouraged to contribute their views and/or signpost to victims voice/focus groups.</p> <p>Partner organisations in the criminal justice system and providers with contact with victims will be asked to provide evidence and/or signpost to victims voice/focus groups.</p> <p>Chairs of Community Safety Partnerships</p>
<p>What primary / new evidence is needed for the scrutiny? (What information needs to be identified / is not already available?)</p>	<p>Information on existing services including:</p> <ul style="list-style-type: none"> • Geographical coverage • Summary of services offered • Service restrictions (i.e. age restrictions) • Client groups and referral routes • Number of referrals • Local issues of concern <p>Evidence from existing providers about victims' experiences.</p>

**Warwickshire Police and Crime Panel
Task and Finish Group Scoping Document**

<p>What secondary / existing information will be needed? (i.e. background information, performance indicators, complaints, existing reports, legislation, central government information and reports)</p>	<p>The following documents:</p> <ul style="list-style-type: none"> • Listening and learning: Improving support for victims in Warwickshire (VSA project) • Victims' Services Commissioning Framework (Ministry of Justice, May 2013) • Code of Practice for Victims of Crime (Ministry of Justice, October 2013)
<p>Indicators of Success (What factors would tell you what a good review should look like? What are the potential outcomes of the review e.g. service improvements, policy change, etc?)</p>	<p>The review will provide a comprehensive insight and evidence-base into the views and experiences of victims of crime in relation to the support services that are currently provided and an assessment of need going forward.</p> <p>These will be presented in a final report and recommendations. Early indications of support to victims demonstrates that it should:</p> <ul style="list-style-type: none"> • Be geographically fair, in terms of access to services • Have a victim-centric approach that puts the needs of the victim at the heart of the system • Have a multi-agency approach, where appropriate • Include victims of anti-social behaviour and hate crime • Have consistent, specialised provision for victims of domestic and sexual violence • Provide specialised support for children and young people. ¹

¹ Listening and learning: Improving support for victims in Warwickshire (VSA project)



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	
Force Road Related Death and Serious Injury	No.	% From Last Year	No.
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	
All Crime	%	No.	No.	% From Last Year	No.
				-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.

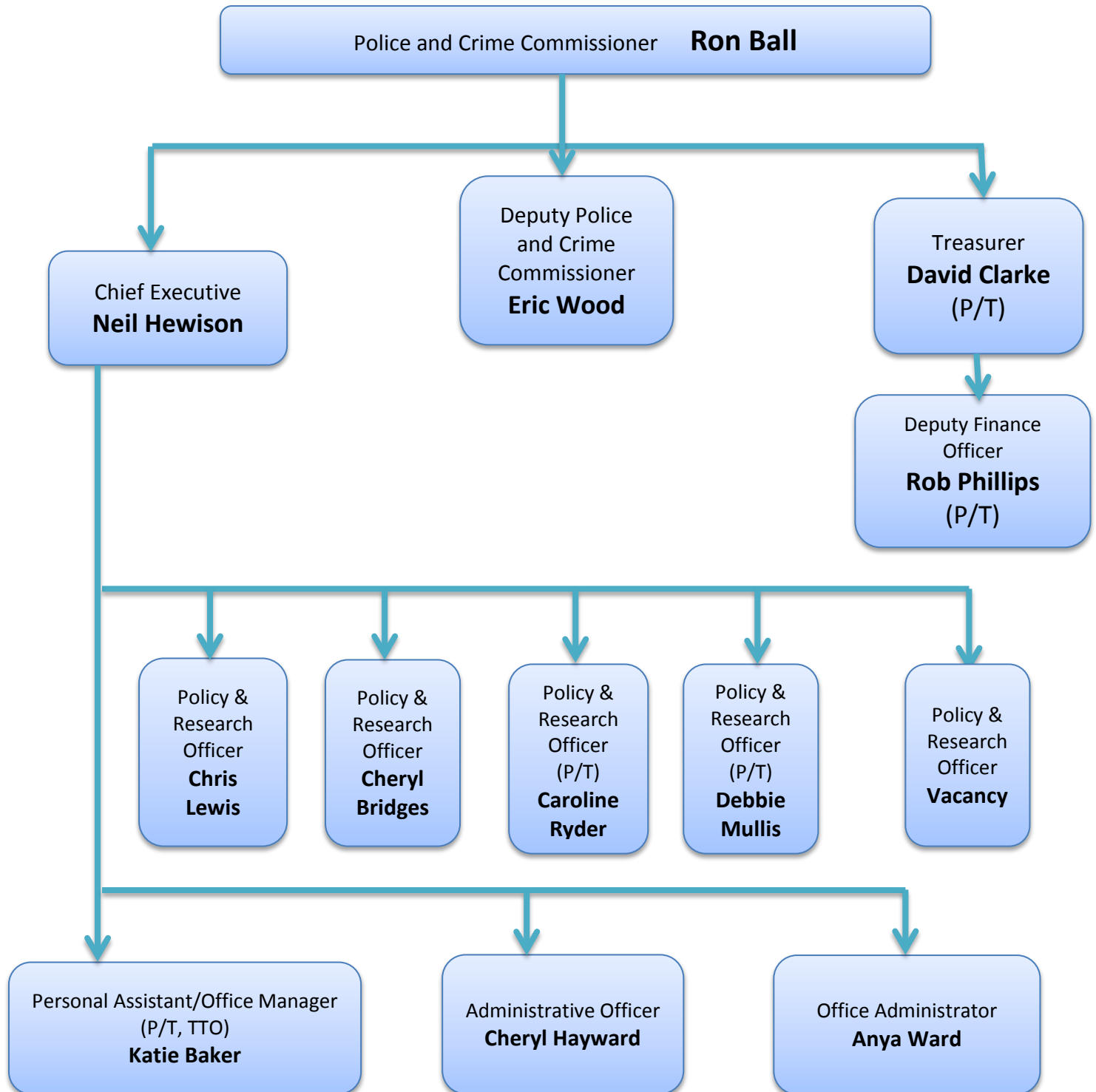
Achieve an overall Satisfaction rate for victims of crime of 82%

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



REPORT TO THE WARWICKSHIRE POLICE AND CRIME PANEL

Community Engagement and Delivery Plan

1.0 Purpose

- 1.1 The Community Engagement and Delivery Plan is in the early stages of develop and a brief outline regarding recently activity is included below for consideration by the Police and Crime Panel.

2.0 Community Engagement

- 2.1 The Office of the Police and Crime Commissioner (OPCC) has mapped all of the crime and disorder meetings across the partnerships to ensure that the OPCC is engaged and influencing the correct meetings. The OPCC is currently developing a programme of engagement for my Deputy and myself with each territorial policing area. These meetings which will be held quarterly will enable me to proactively engage with operational teams and police staff, informing them of current developments and listening to their concerns.
- 2.2 A range of work has been delivered with regards to the Community Safety Ambassadors (CSAs). Activity has included:
- a) Developing working relationships with the new Policy and Research Officer (PRO).
 - b) Developing a timetable of meetings to ensure CSAs are engaged with their local Safer Neighbourhood Teams, Community Safety Officers and Community Safety Partnerships to ensure they are aware of current and emerging concerns for their locality.
 - c) Increasing their visibility in their local community by developing a summary leaflet with their contact details and those of partners. This will be reinforced on the new PCC website (referred to later in this report).
 - d) A training meeting was delivered in April, where attendees received an anti-terrorism briefing.
- 2.3 Additional awareness events are being organised including equality and diversity training, ride arounds with the Police and a visit to the Police Communications Centre.

- 2.4 Following this quarter's round of CSA reports, each district will have a case study press release compiled to inform residents on what the CSA's role is and what impact they have made within their community.
- 2.5 Recruitment is underway for a CSA for two forum areas in North Warwickshire, following the resignation of a former CSA. Following extended activity to recruit a CSA for Camp Hill and Galley Common locality, a successful appointment has been made pending vetting.

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REPORT TO THE WARWICKSHIRE POLICE AND CRIME PANEL

Community Safety Grants Scheme

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 Commissioner's Community Grant Scheme for 2014-15.

2.0 Commissioner's Grant Scheme

- 2.1 This update highlights the process followed to evaluate all applications to me for grants during 2014-15, which projects were successful and how the scheme will be committing funds for 2015-16.

2.2 Overview

I have allocated £959,000 to enable organisations across Warwickshire to deliver community safety projects which address Crime and Disorder in the county. The OPCC received 87 applications for the grant scheme 2014-15. The total value of the applications was £1,797,980. I am pleased to support 49 projects totalling £1,129,491. Additional suitable funding sources were identified to enable me to support a wide range of projects. The total value of the awards made for 2014-15 are highlighted in Table 1, which splits the allocations of grants made based on available funding sources.

Total awards for Commissioner's grants 2014-15	Year 1 awarded
Total of PCC grants.	£915,103
Total allocated against mediation and hate crime - not awarded to projects at the current time.	£30,000
Total from victim commissioning grant.	£80,668
Total awards from Rural, Cyber and Business crime fund.	£103,720
Grand total of allocations for the PCC.	£1,129,491

Table 1: Summary of PCC grant awards 2014-15.

A full list of awards made per locality area is attached as **Appendix A**.

2.3 Evaluating Applications and the Decision Making Process

All applications were evaluated using a standardised template, which scored the applications on a range of criteria (see **Appendix B**).

CSPs submitted an action plan backed up by their strategic assessment. County and third sector bodies submitted a standard application form. Clarification meetings between bidders and members of the OPCC took place, in order to seek further information from bidders on aspects of their bids, so that they were clearly understood. Evaluated projects were presented to the Deputy PCC and myself, for consideration.

A range of funding options were drawn up which enabled me to agree the final allocation. This option has enabled me to retain a contingency fund for emerging issues that may develop throughout the year.

2.4 Additional Funding Sources Identified

The PCC is allocated funding from the Ministry of Justice to commission Victim Services for Warwickshire. The decision was made to use some of the funding from 2014-15 allocation to support bids which met the Victim Services criteria. In this way six projects were funded, equating to £80,668.

Bill Longmore and I have agreed a Joint Annual Cyber, Business and Rural Crime Fund of £1,500,000. This funding as previously reported was established to enable both Forces to deliver Alliance wide projects to address these emerging priorities.

While evaluating the Warwickshire applications for the Commissioner's Grant, I have decided to allocate funding from the Cyber, Business and Rural Crime Fund for the following projects:-

Cyber Crime Funding			Year 1 Awarded	Year 2 Requested
County Wide	WCC – Trading Standards	Tackling Cyber Crime	£50,000.00	£0.00
Total for Cyber Crime			£50,000.00	£0.00
Rural Crime Funding			Year 1 Awarded	Year 2 Requested
County Wide	Warwickshire Horse Watch	Horse Watch	£1,516.00	£0.00
North Warks	WCC Community Safety Project Officers	Reducing Rural Crime	£23,350.00	£23,350.00
South Warks	Community Safety Partnership	Rural Crime	£28,854.00	£20,354.00
Total for Rural Crime			£53,720.00	£43,704.00

Table 2: Projects Funded from the Rural, Cyber and Business Crime Fund

2.5 Identified gaps

I am mindful that some services will need to be commissioned, as there are identified gaps within the Community Safety field. One identified gap is Warwickshire's current level of provision for Independent Domestic Violence Advisors (IDVA) and Independent Sexual Violence Advisors (ISVA). Over the coming months I will be working with partners to address this gap and will allocate funding accordingly.

I have also reserved funding against two work areas, Mediation and Hate Crime. The OPCC is working with the Mediation provider and Community Safety Partnerships (CSPs) to ensure that the best service is made available to Warwickshire residents. Discussions are ongoing.

Most of the Hate Crime applications to the PCC grant scheme will be enhanced or superseded by research which Birmingham University has been commissioned to be undertaken by WCC. Once this research is complete and a strategy has been developed, the bidding organisations in this area will be invited to work with partners to develop appropriate evidenced based projects.

Applications for a range of other projects continue to be received by the OPCC and where possible will be evaluated and if deemed appropriate supported either in 2014-15, or deferred until 2015-16.

2.6 Funding Allocations for 2015-16

The application process enabled all applicants to apply for a two-year period April 2014 – March 2016. Many applicants requested two-year funding resulting in the 2015-16 allocation already being subscribed to £909,587.

CSPs base their work on the evidence and recommendations in their Strategic Assessments. This results in CSPs not being in a position to request full funding and publish their action plans until early in 2015. I aim to award as many grants as possible in the near future, while being mindful that CSP action plans will be submitted at a later date and new / emerging priorities will need addressing.

2.7 Summary

I was delighted to support projects across a wide range of crime and disorder areas of work, which will benefit Warwickshire residents. The projects will assist in reducing crime and disorder in the County and meet some of the priorities in the Police and Crime Plan. Progress of each project will be formally monitored by the OPCC on a quarterly basis, to ensure delivery and maximise outcomes. The grant process represented a significant challenge to the OPCC in terms of the resources required to advertise, assess and allocate the funds.

Appendices

Appendix A – Police and Crime Commissioner Grants 2014-16

Appendix B – Evaluation of Commissioner's Grant Application

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Police and Crime Commissioner's Grants 2014-16

County wide allocations

Name of organisation	Name of project	Year 1 granted	Year 2 requested
Warwickshire County Council	DAAT Support	£63,500	£63,500
Warwickshire County Council	Compass	£33,000	£33,000
Warwickshire County Council	Drug Intervention Programme	£125,000	£125,000
Warwickshire Observatory	Community Safety Partnership Analysts	£46,500	£46,500
Integrated Offender Management	Co-ordinator	£0	£82,976
Integrated Offender Management	Domestic Abuse Manager	£36,400	£36,400
Warwickshire Probation Trust	Domestic Abuse Administrator	£11,865	£12,102
Warwickshire Youth Justice Service	Substance misuse reduction	£74,000	£74,000
All Community Safety Partnerships	Futures Unlocked	£130,000	£130,000
Total for Warwickshire wide Statutory organisations.		£520,265	£603,478
ROSA	ROSA admin	£14,025	£14,075
Safeline	Breaking the cycle of crime and Abuse	£14,902	£14,902
Neighbourhood watch	Core funding	£19,850	£0
Crimestoppers	Anti-crime initiative	£16,350	£0
Total for Warwickshire wide Voluntary groups		£65,127	£28,977

District Allocations

North Warwickshire

Name of organisation	Name of project	Year 1 granted	Year 2 requested
North Warwickshire Community Safety Partnership	Domestic Abuse Intervention and Counselling Support	£7,000	
North Warwickshire Community Safety Partnership	Bike team	£2,700	
North Warwickshire Community Safety Partnership	Atherstone Hang out-addressing ASB	£16,460	
North Warwickshire Community Safety Partnership	Community Safety Projects	£3,000	
Total for North Warwickshire CSP		£29,160	£0
Values for life	Helping hands also working in Nuneaton and Bedworth	£14,780	£14,780
WCAVA	BEATS	£13,840	
Total for North Warwickshire CSP		£28,620	£14,780

Nuneaton and Bedworth

Name of organisation	Name of project	Year 1 granted	Year 2 requested
Nuneaton and Bedworth Community Safety Partnership	ASB Fast Response	£26,000	£26,000
Nuneaton and Bedworth Community Safety Partnership	ASB intervention team	£13,650	£13,650
Nuneaton and Bedworth Community Safety Partnership	Mobile CCTV	£8,510	£8,510
Nuneaton and Bedworth Community Safety Partnership	Dob em in	£9,768	£9,768
Nuneaton and Bedworth Community Safety Partnership	Reducing Repeat Burglaries	£3,000	
Nuneaton and Bedworth Community Safety Partnership	Alcohol Intervention	£9,800	
Nuneaton and Bedworth Community Safety Partnership	Domestic Homicide review	£3,000	£3,000
Total for Nuneaton and Bedworth CSP		£73,728	£60,928
Nuneaton and Bedworth Leisure Trust	Street Sports	£15,089	£15,089
DAC's- Domestic Abuse Counselling service	Removing the block to change-also working with Atherstone residents	£19,708	£19,708
Wembrook community centre	Aspire2Engage	£9,587	£14,380
DAC's- Domestic Abuse Counselling service	Effective Early	£15,964	£15,964
Sycamore Counselling Service	Anger Awareness	£9,069	£12,470
Total for Nuneaton and Bedworth Voluntary sector		£69,417	£77,611

Rugby

Name of organisation	Name of project	Year 1 granted	Year 2 requested
Rugby Community Safety Partnership	Partnership plan to address Violence, ASB, Reducing reoffending, Serious Acquisitive crime and Road Safety.	£35,000	
Rugby Community Safety Partnership	Brownsover CCTV	£4,000	
Rugby Community Safety Partnership	Gangs and vulnerable young people	£20,000	£20,000
Total for Rugby CSP		£59,000	£20,000
Rugby Street Pastors	Rugby Street Pastors	£5,490	£5,490
Bradby Youth Club	Prevention of exploitation, abuse and violence against young people esp. Girls and young women	£18,000	£0
Hill Street Youth Club	Hill St community action project	£15,000	
Total for Rugby Voluntary sector		£38,490	£5,490

South Warwickshire

Name of organisation	Name of project	Year 1 granted	Year 2 requested
South Warwickshire Community Safety Partnership	Going Out and Staying safe	£69,439	
South Warwickshire Community Safety Partnership	Deliberate Small Fires	£4,050	
South Warwickshire Community Safety Partnership	Geared Up and First Gear	£8,000	
Total for South Warwickshire CSP Voluntary sector		£81,489	£0
Sydenham Neighbourhood Initiatives (SYDNI)	Youth Music Engagement Programme	£9,620	
Bromford Support	Stratford Link Project	£13,236	
Sky Blues in the Community	On Target	£7,620	£7,620
Total for South Warwickshire		£30,476	£7,620

Evaluation of Commissioner's Grant Application

Organisation		
WCC/ CSP/ Voluntary		
Name of Project and Total Grant Money Applied For		
Brief Summary of Initiative (including objectives, outcomes, area(s) of impact, one or two year funding)		
Application Process Fully Complied With?		YES / NO
1.	Contributes to securing crime and disorder and ASB reduction in Warwickshire? Directly / Indirectly Rationale:	/ 5
2.	Contributes to the delivery of objectives set out in the Warwickshire Police and Crime Plan? Directly / Indirectly Rationale:	/ 5
3.	Does the initiative benefit communities within the Warwickshire Police Force area?	YES / NO
4.	Does it contribute to the Community Safety Partnership's priorities for 2014/15? Does it contribute to the county wide Community Safety Agreement for 2014/15? Directly / Indirectly Impact in a particular CSP area? Rationale:	/ 5
5.	If this is a Voluntary Sector bid is it supported by the local CSP or WCC?	YES / NO
6.	Does the application involve any match funding to support the bid? If so how much match funding?	YES / NO
7.	Does the initiative directly impact on the levels of crime and disorder and ASB in any of the three policing priority areas? Rationale:	/ 10

8.	If the application is a continuation of an existing initiative how successful has it been to date? Has clear evidence been provided by the bidder to prove the success of the initiative? Rationale:	YES / NO
9.	Does the application have a clear exit strategy should the funding be withdrawn in the future?	YES / NO
10.	Does the application contain a clear description of how the initiative will be monitored and evaluated to ensure that the desired outcomes are achieved? Rationale:	/ 5
Policy Officer's Recommendation and Total Score (Provide rationale, include VFM, has the bidder provided a sound evidence base in support of their application?)		/ 30
Suggested Improvements to Initiative		
<p>Excluded applications Note: The Commissioner's Grant will not fund:</p> <ul style="list-style-type: none"> • Activities that simply aim to raise additional funds for a charity or good cause. • Activity, materials or equipment that will be used for the sole purpose of making a profitable income for an individual or organisation. • Events that have already taken place, or items that have already been purchased before the grant offer is accepted. 		
Record of Contact with Bidders		
<p>Commissioner's Evaluation:</p> <p>Application supported</p> <p>Rationale</p> <p>Signed by Commissioner</p> <p>Date 2014</p>		YES / NO

Warwickshire Police and Crime Panel

20th June 2014

Warwickshire Police and Crime Annual Report 2013/14

Recommendations

That the Warwickshire Police and Crime Panel consider and comment on the Panel's first Annual Report.

1.0 Summary

1.1 At its meeting on 18th March 2014⁵, the Panel agreed to publish an Annual Report for 2013/14 and future years. Attached at **Appendix A** is the first Annual Report of the Warwickshire Police and Crime Panel, which highlights the Panel's key activity and achievements throughout 2013/14. The report also includes the following:

- Background to the Panel (for the first Annual Report, to give brief summary of when established and why);
- Membership;
- The role and purpose of the Panel;
- Key activity and achievements throughout the year;
- Looking forward – the Panel's plans for the coming 12 months; and
- Contact Information.

2.0 Circulation and Publicity

2.1 A copy of the Annual Report was circulated to the Panel on 13th May 2014 and was subsequently presented at Warwickshire's Annual Council meeting on 20th May 2014. Panel members have also been encouraged to present the Annual Report to their authority's Council meeting as a method of informing elected members across the county.

2.2 To achieve wider promotion, the document has also been:

- Sent to the Police and Crime Commissioner
- Published on the Panel's dedicated web page:
www.warwickshire.gov.uk/policeandcrimepanel
- Promoted through the Warwickshire Democracy blog
- Promoted through the Localities teams' communication channels, which includes: Facebook pages; Community Forum, District/Borough

and Parish Council mailing lists; community and youth groups; tenants groups; and SNT teams.

- Sent to the Chair of the Warwickshire Neighbourhood Watch Association for circulation within his contacts.
- Circulated via CAVAs distribution and communication streams.

2.3 Following the meeting, the Communications team will also issue a press release/email alert regarding the Panel's consideration of the report, which will be promoted through the County Council's 'Warwickshire News', Facebook and Twitter pages and via an electronic mailshot to all Parish Councils, media contacts, police contacts, MPs, key stakeholders, etc.

3.0 Feedback and Areas for Improvement

3.1 Members of the Panel are welcome to comment on the style, content and format for the report and consider any areas for improvement for inclusion in 2014/15.

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WARWICKSHIRE POLICE AND CRIME PANEL

Annual Report 2013-14



North Warwickshire
Borough Council



Contents

1. Forward	3
2. Background to the Police and Crime Panel	4
3. Key Activity and Achievements	5
4. Looking forward	10
5. Membership 2013/14	11
6. How to Get Involved	12

1 Foreword – *by the Chair*

In November 2012, the landscape of policing underwent a significant change with the creation of the directly elected Police and Crime Commissioner (PCC) – an individual who is elected every four years and has the mandate to direct the strategic priorities of the police force in a given area. The Commissioners replaced the Police Authorities, which had been in existence since 1994. At the same time, Police and Crime Panels were also introduced to hold the Commissioner's to account. These are cross-party and cross-authority bodies which have a number of statutory powers to both scrutinise and support the Commissioner's work.

Ron Ball was elected as Warwickshire's first Police and Crime Commissioner on 15th November 2012. Subsequently, the Warwickshire Police and Crime Panel was formally appointed and held its first meeting on 5th December 2012.

In this, the first Annual Report of Warwickshire Police and Crime Panel, I describe the background work in setting up the Panel, the key activities and achievements in the first 18 months of its existence and how the Panel will develop over the coming year to expand its role to undertake, not just the statutory duties, but also proactive scrutiny of the Commissioner's policies and core areas of work.

As with any new body, there have been some challenges for the Panel; principally, getting to grips with its role and responsibilities, forming an effective working relationship with the Police and Crime Commissioner, raising awareness about its role and purpose and quickly adapting to a change in membership following the Warwickshire County Council elections in May 2013. Despite these early challenges, the year has not been without achievements and these are outlined in the report.

The people of Warwickshire can be reassured that, acting on their behalf, the Panel is committed to exercising its statutory duties of holding the Commissioner to account for the delivery of his Police and Crime Plan and supporting him by adding value to his work wherever possible.

Finally, I express my thanks for the support and dedication of my colleagues on the Panel and our support officers from Warwickshire County Council.



Councillor Dennis Harvey

Chair of the Warwickshire Police and Crime Panel

2 Background to the Police and Crime Panel

The introduction of Police and Crime Commissioners (PCCs) and Police and Crime Panels (PCPs) was a key feature of the Police Reform and Social Responsibility Act 2011. The Panel is made up of ten local elected councillors and two independent members and is obliged to meet in public, publish agendas and minutes, and fulfil certain key statutory responsibilities.

The Panel holds the Police and Crime Commissioner to account by acting as a 'critical friend'. Its

role is to scrutinise, challenge and support the Commissioner, maintaining 'checks and balances' on the performance of the Commissioner in respect of the strategic actions and decisions made. The Panel is not responsible for holding the Chief Constable or the Constabulary to account and is not a replacement for the Police Authority. The Panel scrutinises the policies, plans, actions and decisions of the Commissioner, not the performance of the police force.

Statutory Powers and Responsibilities of the Panel

The Panel's powers include:

- Making recommendations on the Commissioner's draft Police and Crime Plan. The Plan is a document setting out the Commissioner's priorities for a three-year period and how those priorities will be delivered.
- Making recommendations about the Commissioner's proposed policing budget and precept. The precept is the amount of money that the Commissioner proposes to levy on council taxpayers in Warwickshire. The budget sets out how both the money raised from the precept will be spent, and also how other funds over which the Commissioner has control will be spent. The Panel has the power, if appropriate, to veto the proposed precept level. The Panel can also require that the precept should be higher or lower than proposed.
- Reviewing the Commissioner's Annual Report, outlining his activities in the previous year and his performance against the targets set in the Police and Crime Plan.
- Holding Confirmatory Hearings for the proposed appointment of senior staff working for the Commissioner, such as the Chief Executive, Chief Financial Officer and Deputy PCC. The Panel cannot refuse appointments but can make recommendations to the Commissioner.
- Holding Confirmatory Hearings in relation to the proposed appointment of a Chief Constable by the Commissioner. The Panel has the power, if appropriate, to veto the proposed appointment.
- Monitoring and working to resolve, but not investigate, non-criminal complaints against the Commissioner.
- Requiring the Commissioner and his senior staff to attend Panel meetings to answer questions and provide information, so that the Panel can scrutinise the decisions of the Commissioner and subsequently respond with a report and/or recommendations, if necessary.

In November 2012, Warwickshire County Council was designated as the host authority for the Panel. This means that the County Council is responsible for training and supporting the Panel and its meetings, as well as providing legal, financial and constitutional advice. In 2013/14, all host authorities received a Home Office grant for the provision of this support of £53,000.

3 Key Activity and Achievements

In the first few months of 2012/13...

Prior to its first meeting, the Panel undertook the necessary training to get to grips with its statutory powers and responsibilities. Two training workshops focused on the role of the Panel, as well as the differentiation between the strategic and operational aspects of policing, to help members understand their responsibilities in relation to PCC. Shortly after, the Panel was quickly thrown into fulfilling two of its statutory duties, as follows:

- Confirmatory Hearings for the appointment of the Deputy PCC and an interim Chief Executive in January 2013.
- Consideration of the PCC's proposed policing budget and precept in February 2013. The Commissioner had proposed a 0% increase in the precept for 2013/14 which was supported by the Panel.

Key areas of work throughout 2013/14

Involvement in the Commissioner's Recruitment Processes

The staffing of the Office of the Police and Crime Commissioner (OPCC) has been an area of interest for the Panel throughout the year. Of particular interest was the appointment of the permanent Chief Executive. In July 2013, the Panel held a further

Confirmatory Hearing for the proposed permanent appointment and asked the proposed candidate, Mr Neil Hewison, a number of questions relating to his experience, personal attributes and what he would bring to the OPCC.

Key outcomes:

- The Panel was satisfied that Mr Hewison could operate with the necessary independence and integrity. Members of the Panel stressed the important role of the Commissioner in positively supporting and encouraging such independence to ensure the OPCC can operate in a way which maintains public confidence. The Panel was fully supportive of the Commissioner's proposal to appoint Mr Hewison as the Chief Executive.
- The Commissioner was asked to use a general recruitment website over a wider geographical area, for any future appointments to the Office. The Panel also requested earlier involvement in the recruitment process, such as at the initial consideration of posts or in drafting job descriptions. As a result, in December 2013 the Panel was then given the opportunity to observe candidate interviews for three Policy and Research Officer posts at the Police Commissioner's Office.

Appointment of the Budget Working Group

The Panel agreed to appoint a Budget Working Group, as a Sub-Panel of the PCP, in June 2013. This gives authority to three members of the Panel to closely examine the Commissioner's budget and report its findings back to the Panel.

The Working Group met in August 2013 and February 2014 to undertake detailed analysis of the Commissioner's Budget and Medium Term Financial Plan.

Key outcomes:

- A focus on the Commissioner's use of reserves.
- The critical importance of achieving Alliance savings plans.
- A thorough assessment of the Commissioner's rationale to increase the policing precept by 1.99% in 2014/15.
- A focus on the management and monitoring of the Capital Programme.

Scrutiny of the Local Policing Precept 2014/15

One of the key roles of the Panel is to consider the PCC's proposed policing budget and precept. The Panel held a meeting in February 2014 to consider the Commissioner's proposed increase of 1.99%. The Commissioner explained that the Council Tax Freeze Grant of one per cent was insufficient for sustaining resources. He calculated that a 1.99% 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 the precept would leave a shortfall in the Base Budget of approximately £3 million. This would ultimately have a significant impact on

service delivery. The Panel also focused on the use of reserves, the savings plans, funding to Community Safety Partnerships and funding for the rural, business and cyber-crime initiatives.

This was a challenging exercise for the Panel. There were concerns that the budget, as presented, did not give sufficient details about where the savings will come from and how the expenditure will be allocated. The Panel felt unable to make an informed judgement about the appropriateness of the budget.

Key outcomes:

- The Panel agreed to note the proposed 1.99% increase in precept and decided not to exercise a veto after receiving the Commissioner's assurance on the key areas of questioning raised by the Panel.
- There was acknowledgement that the formation of the policing budget was complex and the Commissioner has agreed that an informal briefing will be provided to the Panel every November, to achieve a greater knowledge and understanding of how the budget is formed.

Monitoring the work of the Police and Crime Commissioner

The Panel monitored the Police and Crime Plan and the Commissioner's key activity in line with his five priorities:

- To reduce crime and disorder
- To protect the public from harm
- To empower local communities to prevent crime and disorder
- To deliver an efficient and effective police service
- To respond to the Strategic Policing Requirement

Regular update reports on the recent activity and decisions taken by the Commissioner have provided the Panel with a valuable insight into the varied work of the Commissioner, whilst also improving the Panel's understanding and appreciation of his role and responsibilities. The Panel will continue to undertake regular monitoring of the plan over the next 12 months with a view to identifying key areas of interest for more in-depth scrutiny.

Reviewing the Commissioner's Police and Crime Plan 2013-17 and Annual Report 2012/13

One of the key responsibilities of the Panel is to consider and comment on the Commissioner's Police and Crime Plan 2013-17 and track progress against each of the seven priorities. In March, the Panel carried out an examination of the Plan and welcomed the opportunity to comment and challenge the priorities that had been proposed; however, the Panel did express disappointment at the lack of detail and the absence of targets/measures of expected outcomes. The Panel has requested that key performance indicators are developed for monitoring the delivery of the Plan 2013-17. This will be a key priority for the Panel in the new municipal year.

In September 2013, the Panel received the Commissioner's Annual Report 2012/13 – a document which the Commissioner is legally obliged to publish at the end of each financial year. The Panel noted that as the Commissioner only took office in the November 2012, the report could only

The Panel reviewed the role of the Commissioner in the incident involving officers of the Police Federation and Rt. Hon. Andrew Mitchell MP. At the November 2013 meeting of the Panel, the Commissioner stated his view that the campaign by the Police Federation at the time of the incident was both improper and unprofessional. In accordance with his role in holding the Chief Constable to account, the Commissioner had reviewed the decisions made by the Chief Constable and believed that those decisions were both legally and morally sound.

Key outcome:

- Although there were differing views about the impact of the Andrew Mitchell incident on the public's confidence in the Police, the Panel agreed that it did not have any specific issues to raise about the role or actions of the Commissioner.

provide details of activity over a four-month period and considered it be an interim report. The Panel is looking forward to receiving a comprehensive Annual Report 2013/14.

Community Safety Ambassadors (CSAs)

The decision to appoint Community Safety Ambassadors in September 2013 was closely monitored by the Panel throughout the year. The Ambassadors are one of a number of mechanisms employed by the Commissioner to gather local intelligence regarding crime and disorder issues across the county. Since their appointment, the Ambassadors had become highly visible in their areas, attending Community Forums, liaising with Police Safer Neighbourhood Teams, and making contact with their local District and Borough councillors.

The Panel initially expressed concern that the role of the Ambassador was unclear and that a number had purportedly replicated the role of the local elected member. Members were also concerned

at the public's perception of the Ambassador role as being more than just the 'eyes and ears' of the Commissioner and the ambiguity of their position at Community Forum meetings.

The Commissioner has acknowledged that, although overall the scheme has been successful, there have been a few minor issues – which had been anticipated given the originality of the scheme – and that the initial launch of the CSAs could have been improved.

Key outcomes:

- Constructive challenge to the Commissioner regarding the role and purpose of the Ambassadors, with the opportunity for members to express their concern and raise issues.
- The Panel recommended that an informal discussion between Councillors and the Police and Crime Commissioner would be useful to discuss the issues that had been reported, particularly regarding clarification and public understanding of the Ambassador role.
- The Commissioner has agreed that a re-launch of the Ambassador scheme will be undertaken to raise public awareness and provide greater clarification regarding the role.

Monitoring the Delivery of the Strategic Alliance

During the year, the Panel received a number of presentations and updates on the Strategic Alliance between the Warwickshire and West Mercia Police Forces. This involves the sharing of resources in order to deliver policing services across Herefordshire, Shropshire, Telford and Wrekin, Warwickshire and Worcestershire under one model. The aim is to

enable each force to respond positively to budget cuts by aligning and streamlining operations, processes and procedures thus creating economies of scale. Both forces have retained a Chief Constable, who is accountable to their Police and Crime Commissioner for the delivery of policing.

Key outcomes:

- Regular monitoring of the delivery of the aims of the Strategic Alliance, with important consideration of the new policing model and the impact on policing services in Warwickshire.
- Providing challenge on:
 - the Alliance Savings Plans;
 - the Commissioner's role in holding the Chief Constable to account;
 - the arrangements for the Safer Neighbourhood Teams; and
 - the initiative to increase the number of Special Constables.
- The Panel was reassured by the Commissioner's confidence that the formation of the Alliance has provided many cost-saving opportunities without a detrimental impact on performance and service delivery. The Panel had noted the Commissioner's commitment to monitoring performance and to ensuring that the Chief Constable takes rapid action if there is any deterioration in performance.

Methods to increase Public Engagement in the Panel

In accordance with the legislation, all meetings of the Police and Crime Panel have been open to the public; however, public participation has been

extremely low and the Panel recognised the need to raise awareness of the Panel and encourage greater involvement from the public.

Key outcomes:

- Public Question Time scheme introduced, enabling any person who lives or works in Warwickshire to put a question to the Panel or the Commissioner.
- Improved web presence, with more information on the Panel's website regarding its role and purpose, details for future meetings and advice on how the public can participate.
- Meetings will be held around the county, so that residents in all localities will have the opportunity to attend a 'local' Police and Crime Panel meeting every year.
- Greater use of social media, including the use of the Council's 'Warwickshire News' site and Facebook pages for each locality.
- Electronic mailshots to all Parish Councils, Community Forums, media contacts, police contacts and key stakeholders to promote meetings of the Panel and draw attention to public interest topics.

To conclude...

After a busy and challenging 18 months, the Panel has got to grips with its role and has successfully fulfilled its statutory duties. The Panel appreciates that this has also been a very busy and challenging

time for the Commissioner and his Office, and feels positive that an effective and constructive working relationship with the Commissioner will continue to be developed over the coming year.



4

Looking forward

As this report is produced, the Panel is once again preparing for the annual round of meetings to undertake its statutory duties in considering the Police and Crime Plan 2013-17, the PCCs Annual Report 2013/14 and the proposed local policing budget and precept for 2015/16. Equally important, the Panel recognises the need to provide constructive challenge and support to the Commissioner through engaging in proactive scrutiny work. This will be detailed work investigating issues of priority to both the local area and the Police and Crime Commissioner.

In order to effectively manage its responsibilities and additional scrutiny work, the Panel has already appointed two small Sub-Panels which will have delegated responsibility to focus on the following three areas of activity:

- Planning and Performance - to meet on a quarterly basis to review performance and risks against the Police and Crime Commissioner's

priorities, as outlined in the Police and Crime Plan 2013-17.

- Commissioning of Victims Services – this is a significant and crucial piece of work by the OPCC. The Sub-Panel will be involved at an early stage to provide constructive challenge to the Commissioning Strategy and the policy approach for commissioning victim services.
- Budget monitoring on a quarterly basis to be undertaken by the Budget Working group.

Over the next 12 months, the Panel hopes that the engagement methods that it has introduced will encourage greater public and partner participation in its meetings. To enhance and inform its role in holding the Commissioner to account, the Panel will be widening its involvement and gathering feedback from key statutory bodies, such as the Community Safety Partnerships, Voluntary Sector, Police, Criminal Justice agencies regarding their experience of the role and performance of the Commissioner.



5 Membership 2013/14

Warwickshire's Police and Crime Panel consists of five Warwickshire County Councillors and one Councillor from each of the five District/Borough areas of Warwickshire (North Warwickshire, Nuneaton and Bedworth, Rugby, Stratford-upon-Avon and Warwick). There are also two co-opted independent (i.e. non-councillor) members.

The membership for 2013/14 was, as follows:



Chair – Councillor Dennis Harvey,
Nuneaton and Bedworth Borough Council



Vice-Chair - Mr Robin Verso,
Independent member



Councillor Michael Coker,
Warwick District Council



Councillor Nicola Davies,
Warwickshire County Council



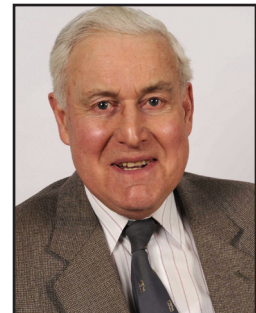
Councillor Peter Fowler,
Warwickshire County Council



Councillor Jenny Fradgley,
Warwickshire County Council



Mr Bob Malloy,
Independent member



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 June Tandy,
Warwickshire County Council

6 How to Get Involved

You can keep up to date with the work of the Warwickshire Police and Crime Panel by visiting our website **www.warwickshire.gov.uk/policeandcrimepanel**.

Listening to the views of local residents is an important part of the work of Panel. All meetings are open to the public and anyone who lives or works in Warwickshire is welcome to submit a question to either the Panel or the Police and Crime Commissioner. If you wish to submit a question, please contact the Panel at the details below:

Warwickshire Police and Crime Panel
Warwickshire County Council
PO Box 9, Shire Hall
Warwick, CV34 4RR

Tel: (01926) 412144

Email: democraticservices@warwickshire.gov.uk

Web: www.warwickshire.gov.uk/policeandcrimepanel

Blog: www.warksdemocracy.wordpress.com



REPORT TO THE WARWICKSHIRE POLICE AND CRIME PANEL

Implementation of the Blueprint Model

1.0 Purpose

- 1.1 This report provides an overview of the progress of the Alliance between Warwickshire Police and West Mercia Police.

2.0 Introduction

- 2.1 The cuts to central government policing budgets led Warwickshire Police into discussion with West Mercia Police about working in alliance to ensure that the largest proportion of budget possible was spent on 'protecting people from harm'.
- 2.2 Working in alliance with another force was considered to be the best way of protecting visible local policing whilst continuing to provide good service in those aspects of policing that are rarely seen by the public, but often involve the most serious of crimes and offenders.
- 2.3 An alliance would also streamline the way in which business support services are provided by doing things once across both forces in services such as Human Resources, Information Communications Technology (ICT), estate, fleet, procurement, etc. thus allowing for more of the available budget to be focussed on direct public services. Indeed before any changes to staffing levels were necessary, this alignment of common services between the two forces delivered a £4m cost reduction across the alliance.
- 2.4 In June 2012 a collaboration agreement between the two forces was signed and in September the same year a leadership team was appointed to implement the strategies of the two chief constables and their deputies.
- 2.5 In November 2012, both Police and Crime Commissioners committed to the alliance as the best way of protecting people from harm. In July 2013, Her Majesty's Inspector of Constabulary described our approach in response to the funding challenge as "...an ambitious and ground-breaking alliance...", "...the alliance places it in a better position to face future challenges..." and "This is one of the most extensive and ground-breaking collaborations in the country...."

- 2.6 In September 2013 all police officers were posted to roles across the areas of both forces, and operational police staff in the same teams, likewise. Therefore the operational Policing Model 'went live', supported by a single ICT platform and common policies and procedures for both forces.
- 2.7 Whilst there is still work to complete, the programme of change will deliver the necessary cost reduction and maintain policing performance.
- 2.8 The Medium Term Financial Plan of each force identifies a further financial challenge and at the conclusion of the current Alliance Change Programme, the cost of delivering policing services in Warwickshire must reduce further by £9m, from April 2018.
- 2.9 To deliver further change to maximise the use of our resources to best 'protect people from harm', a new organisational change programme has been launched to 'Strengthen and Deepen the Alliance' between the two forces, branded the 'StraDA Programme'.

3.0 The new policing model

- 3.1 The new single consistent policing model for both forces in alliance brings consistency of approach where services are generic, such as response to Incidents, armed response, major investigation team, serious & organised crime unit, finance, HR, ICT, fleet, estates, and procurement etc. These are good quality services that can be applied consistently across both forces, based upon their standard operating procedures under single leadership, direction and tasking, even though some still retain a local operational base from where to deploy (northern, southern and eastern 'hubs').
- 3.2 Where services are tasked based upon local policing geography, crime and policing problems, resources are locally based and benefit from local leadership, direction and tasking, usually within one of the Local Policing Areas (LPA) led by a superintendent.
- 3.3 Chief Superintendent Martin McNevin leads Warwickshire Territorial Policing, containing two LPAs, one North and one South, led by Supt Martin Samuel and Supt Debbie Tedds (respectively). The main bases for deployment of our resources are the Northern Justice Centre at Nuneaton, the Southern Justice Centre at Leamington Spa and local police stations at Bedworth, Rugby and Stratford-on-Avon. There are a number of other public contact centres and SNT bases across the county.
- 3.4 Each LPA has a number of Safer Neighbourhood Policing Teams and ten of these where demand is higher, benefit from additional officers, PCSOs, Special Constables and other volunteers. This area of local policing saw minimal change, and those that happened were all beneficial, especially in respect of staff numbers and shift pattern. SNTs continue to deliver 100% of the priority tasks they agree with Local Community Forums.

3.5 Each LPA also has its own Criminal Investigation Department (CID) where local ownership of crime investigation is maintained in an identifiable and consistent manner, improving service standards and accountability. All police officers in the new local policing model undertake crime investigation thereby maximising the opportunity to catch criminals and reduce crime as a result.

4.0 Reducing Crime

4.1 Since the new model went live in September 2013, crime has continued to fall compared to previous years.

4.2 Since April this year we are achieving a 9% reduction of crime in Warwickshire. It is particularly pleasing to note large reductions in the 'higher harm' crime classifications of:

- Violence with Injury (-)7%;
- Violence without Injury (-)12%;
- Robbery (personal) (-)12%
- Burglary dwelling (-)38%.

4.3 Vehicle offences however, have increased by (+)5%, so plans are in place to address this.

4.4 However, 'we' police according to threat, risk and harm and the current picture provides reassurance that our staff understand our policing agenda and respond to tasks accordingly.

4.5 All of this promotes a 'Safer Warwickshire'.

5.0 Public Satisfaction

5.1 Over the past six months, 87.3% of the people who received service from us describe their experience as 'good' or even better, and this can be compared to 84.1% during the same period last year under the previous policing model.

5.2 Organisational change usually has a negative impact upon performance, yet despite Warwickshire Police introducing a new crime investigation management IT system ('CRIMES'), which has seen a major step change in the way we record and manage crime investigations, it is reassuring to note that this change does not appear to have had a negative impact to delivering protection.

6.0 Crown Prosecution Service (CPS) 'Charge : No Further Action (NFA)' ratios

- 6.1 Warwickshire Police is currently ranked first (best performer) of all 43 Forces with a Charge : NFA ratio in excess of 8 : 1, against a national average of 3 : 1. We have held this position for 3 of the last 6 months, and have been one of the 'top ten' performing Forces over the last 12 months.
- 6.2 Considering the organisational changes that have been experienced in the last 6 months and the fact that ALL officers now undertake criminal investigations this is exceptional performance. This demonstrates a high standard of investigation work; quality in preparation of files for courts and effective working with CPS.

7.0 Staffing levels

- 7.1 Since the introduction of the policing model, Warwickshire Territorial Policing has carried a number of vacant posts or abstractions of people to higher priority duties, and despite this, officers have continued to deliver high levels of protection.
- 7.2 In particular, Integrated Offender Management and Force Tasking remain at the forefront of 'our' policing approach, with proactive operational policing being maintained. The proactive approach to managing offenders is benefitting from the current use of Force budget under-spend to resource 'Operation Devonport' to catch criminals, thus reducing crime further.
- 7.3 Over the next few months, officer numbers will be bolstered by new recruits and transferees, in support of the officer numbers identified in the new policing model (blueprint). This is excellent news for communities and will enhance policing services even more.
- 7.4 There is a recruitment drive to increase the numbers of Special Constables within Warwickshire from 280 to 410 by March 2017. Meanwhile the recent recruitment drive for regular police officers will deliver 140 student officers across both Warwickshire and West Mercia areas to maintain officer numbers at an appropriate level.

8.0 Ongoing Implementation

- 8.1 All the functions within our Enabling Services Directorate and Protective Services Directorate now operate as a single team for the benefit of both forces and a single Finance Directorate is at an advanced stage of implementation.
- 8.2 From a Local Policing perspective, the Warwickshire Territorial Policing structure is fully implemented.

- 8.3 There are other areas within the Local Policing Directorate that are yet to be implemented. The main aspects of these are the proposed organisational changes to the Operations Command Centre (OCC) and the services provided within the Criminal Justice business area. These are not scheduled for implementation until 2016 and are subject to a degree of redesign from the original blueprint to maximise further opportunities for partner agency effectiveness and efficiency along with ourselves.
- 8.4 The alliance has been successful in securing funding from a Home Office Innovation Fund to support the delivery of the OCC Programme enabling us to conduct a process and practice review to ensure the public benefit from good quality services by making best use of innovative technologies.
- 8.5 The redesign of Criminal Justice services will encompass new ways of working for all agencies together in bringing offenders to justice. Early engagement with those partners is proving useful and helping each to understand all partners' future needs. The Victim and Witness Care service we offer as two forces in alliance is being implemented currently.

9.0 What Next?

- 9.1 Warwickshire Police need to reduce the cost of their services by a further £9m before April 2018. This will be achieved by Strengthening and Deepening the Alliance with West Mercia Police, and this programme will be branded StraDA.
- 9.2 The StraDA Programme Vision:

Develop and Strengthen the alliance between Warwickshire Police and West Mercia Police to “protect people from harm”, using our resources to maximise protection by:

- Developing and embedding a joint culture and shared leadership;
- Reviewing and refining a single consistent policing model to include all services;
- Exploring opportunities for innovative collaboration with
 - Other police/law enforcement bodies
 - Other blue light services
 - Other public sector organisations
 - The private sector
 - Third sector organisations
- Innovative use of technologies.

To deliver the Vision described above, and having conducted a structural review and design of the two forces in the Alliance Programme there is now a requirement to deliver the following four work-streams in the StraDA Programme:

design and implement a new policing model to address the required cost reductions within the Medium Term Financial Plans

The foundation of the StraDA Programme will be to understand the need for services the public require from the police and our partners, assess the demand for them and the internal procedures we follow and thereby allocate resource to maximise the use of our budget to reduce crime and disorder, and secure the confidence of the public who reside, work and travel through Warwickshire.

The review work that will be undertaken to achieve this will be thematic in its nature as oppose to structural within the force. This is a different approach to the Alliance Programme that was essentially about aligning two organisations structurally so they could operate together. A thematic review will follow the experience of the public in securing service from the police and ensure we provide a quality service that best protects them from the ‘harm’ suffered through death/injury, loss and distress. Therefore this will be cross-cutting in its nature within the force’s various professional disciplines and business areas, and capture where there is a need to work closer with partners for the public good.

The StraDA Programme has been launched by the Chief Constable with his counterpart in West Mercia, and the Deputy Chief Constable of each force will lead a central programme management team as the Senior Responsible Owners (SRO) to ensure that the policing model is based upon whole service review.

A central Design Team will develop the corporate single policing model by conducting the review, structured upon the College of Policing ‘Police Activities Glossary’ (headings below). There will be five key works streams, each led by a senior leader:

Public Engagement	(C/Supt Territorial Policing, West Mercia);
Deal with Incidents	(C/Supt Territorial Policing, Warwickshire);
Protect the Public & Support Operations	(Det/C/Supt Crime Management);
Bring Offenders to Justice	(C/Supt Operational Support);
Manage the Organisation & Manage Resources	(Head of Business Support).

9.3 Complete the implementation of the previous Alliance Programme design

The existing Alliance blueprint design is being implemented until end of March 2016 and this will continue to ensure we achieve what we set out to achieve in compliance with the Medium term Financial Plan.

There will be aspects that are no longer appropriate in the context of the StraDA Programme work and in such cases the SROs of the Programme will direct a new approach and mitigate any consequential risks associated.

9.4 Deliver new subject specific programmes (e.g. OCC)

There are some subject specific programmes/projects that are progressing that were not part of the original blueprint but clearly need to be incorporated into the StraDA Programme to manage their interdependencies. Such examples include the new OCC programme and the intended introduction of the 'Athena' ICT system that will lead to changes in 35% of policing business processes and consequently anticipated efficiencies.

9.5 Undertake ongoing continuous improvement to make best use of resources

The Alliance programme thus far has aligned all business areas within the two forces into a single operating model. Now that our two teams have joined into a single team model, there are clear opportunities being identified by Heads of Business Areas of where costs can be reduced further now their single team understands how they can operate more efficiently, without undertaking significant redesign.

This is an indication of our readiness to adopt a new 'continuous improvement' culture to ensure that this approach becomes the managerial norm, and to support this managers will be provided with guidance of appropriate methodology for them to use to assist in continuously looking to improve their operating procedures.

10.0 Governance

10.1 The inaugural meeting of the new Design Authority Group (DAG) of 3rd June, agreed it's purpose to *"generate, review and test all change proposals, ensure strategic alignment and compliance with the design parameters, authorise the production of business cases and approve business cases"* reporting up to the Executive Board (EB) and the Alliance Governance Group (AGG).

10.2 The DAG will then direct the Change Management Board (CMB) to prioritise the programme plan schedule and ensure that resources are aligned to design and implement changes accordingly, whilst mitigating and risks and issues that arise.

10.3 The StraDA Programme will focus upon understanding demand analysis and identify intended benefits from organisational change, monitoring the achievement of benefits plans in terms of operational benefits of quality service, productivity and cost.

10.4 Cultural Change

The College of Policing launched the Code of Ethics 2014 to forces and hosted a conference to provide guidance to forces on the action required to embed the Code.

The Chief Constable committed to the Code by circulating it to the workforce, marking his intent to deliver it at every level of policing, ensuring it's ethos is adopted by all staff and stating that the application of the Code of Ethics in day-to-day policing is crucial to maintaining and enhancing public confidence in the service we provide.

The Chief Constable emphasised that the Code supports our Vision of '*protecting people from harm*' and details the way in which we can all deliver the best and most professional service possible to protect our communities and that the Code will also underpin the work we will be progressing in the coming months as we build a new shared culture across the alliance.

**Paul Mason-Brown,
Programme Director
Alliance Programme Team**



Report to the Warwickshire Police and Crime Panel

Finance Update – Quarter 4 2013/14

1. Purpose

- 1.1 The purpose of this report is to provide the Police and Crime Panel with the year end financial position. This report includes:
- The revenue out-turn for 2013/14
 - The capital expenditure out-turn for 2013/14
 - Progress update on the alliance programme (2011/12 - 2014/15)
 - Governance and development update for the next phase of the programme (2015/16 - 2018/19)

2. Background

2.1 Cost Pooling Arrangements- Revenue

The cost pooling arrangements for the alliance are complex and as an innovative arrangement there is no model for us to follow. It is worth re-iterating the issues so that the limitations of the interim arrangements can be understood. In April 2014 we went live with the new system across the alliance with standardised budget structures. This will significantly improve our ability to produce timely relevant management information.

- 2.2 The 2014/15 budget has been built in the new financial and organisational structure. This will continue to change as we work through the remaining change programme; however, it is important to understand that changes of this significance across both forces will make year on year comparisons almost impossible until we move into 2015/16.
- 2.3 The financial year 2013/14 was the first year when the alliance between Warwickshire and West Mercia became fully operational. The new policing model went live in September 2013 and all of the senior departmental managers were in place from April 2013. Although not all the new structures had been put in place, services across the alliance were being managed under a single management structure. To support managers to deliver a single service it was decided to “pool” all budgets unless they were classified as non-pooled under the collaboration agreement. The non-pooled budgets include; estates, capital borrowing, police

pensions and income. The two Offices of the Police and Crime Commissioner (OPCC) are also non-pooled. Any specific force or PCC initiatives are also budgeted as non-pooled and charged to the relevant force or OPCC.

- 2.4 Managing two different budget structures and two different financial systems has been a complex arrangement for 2013/14. Some of this complexity was managed by budgeting at a service level. Historically each force spent its budgets in different ways; Warwickshire spent a higher proportion of its budget on non-pay whilst West Mercia had a higher proportion of spend on pay. The 2013/14 budgets were constructed on this historic format for each force i.e. they did not reflect the new pattern of spending that would arise from the joint working and cost sharing. The finance team ensures that actual spend against the budget is shared in the proportion 69:31, reflecting the agreed cost sharing in the collaboration agreement. The cost sharing model and pooling arrangements were independently verified by Grant Thornton.
- 2.5 In pooling the budgets in 2013/14 the team mapped all budgets onto the pooled structure and has used this for budget monitoring. This single set of management accounts has enabled managers to see just one budget across the alliance simplifying the management accounting process. However, it has been complex to manage the relationships between the management accounting and financial accounting required to ensure the integrity of the separate organisations.
- 2.6 For assurance purposes internal audit was asked to review our processes so that PCCs and CCs could be confident in the integrity of their own statutory accounts and management accounting data. The audit report has provided the necessary assurance. This will be further verified through the external audit process.
- 2.7 The cost sharing split of 69:31 West Mercia: Warwickshire will be subject to further review to ensure its continued relevance.

2.8 Cost Pooling Arrangements – Capital

The model for cost sharing capital and funding capital is also complex. There has been limited joint investment in 2013/14 and we have used the 69:31 cost sharing ratio for cost sharing as this is considered appropriate for the specific circumstances. This may not apply to all situations going forward.

3. **2013/14 Revenue Budget**

- 3.1 Table 3.1 shows the budget variance analysis across the pooled budgets. Tables 3.2 and 3.3 show the budget variance across Warwickshire and West Mercia respectively including the non-pooled spend. The tables show all spend including spend originally earmarked for reserves.
- 3.2 The net base budget for 2013/14 across the Alliance is £295.4m. This figure includes planned use of budget reserve of £4.2m in total; £0.7m relates to Warwickshire and the remaining £3.56m in West Mercia).

- 3.3 The net budget requirement for the Alliance is £291.135m. West Mercia's net budget requirement is £200.966m with Warwickshire's being £90.169m
- 3.4 The total spend across the alliance at the end of the financial year is £281.2m. This gives an under-spend in total of £9.9m. This includes the use of an additional £7.4m in the form of a revenue contribution to capital and spend originally planned against specific reserves of £3.0m in Warwickshire and £0.4m in West Mercia. In other words, all spend including that on earmarked reserves has been funded from the base budget.
- 3.5 There has been no draw down from reserves as originally planned. This position for Warwickshire closely matches the forecast provided when the budget was approved in February.
- 3.6 The impact of the total spend on the year-end reserve position will be that reserves will not be required in-year, strengthening the position to support the Medium Term Financial Plan for 2014/15 to 2017/18 and enabling the funding of emerging priorities and the invest to save programme.

Table 3.1 Pooled budget variance analysis

	Revised Budget	Actual	Variance
	£m	£m	£m
Police Officer Pay	157.521	149.319	8.202
Police Staff Pay	74.358	70.276	4.082
PCSO Pay	8.872	8.051	0.821
Police Pensions	3.621	4.700	(1.079)
Other Employee Costs	3.136	2.347	0.789
Premises	12.108	10.572	1.536
Transport	8.410	8.481	(0.071)
Supplies and Services & TPP	35.960	32.085	3.875
Capital Financing	7.696	15.083	(7.389)
Total Expenditure	311.682	300.914	10.766
Income	(14.387)	(19.665)	5.278
Net Budget / Spend variance	297.295	281.249	16.044
Less reserves transferred in	(1.898)		(1.898)
Variance total spend to net budget	295.397	281.249	14.146
Less notional spend against other reserves	0.000	(3.323)	3.323
Total variance to net budget	295.397	277.926	17.469
Budget Contribution from Reserves	(4.262)		
Net Budget Requirement / contribution back into reserves	291.135	281.249	9.886

Table 3.2 Warwickshire budget variance analysis

	Revised Budget £m	Actual £m	Variance £m
Warwickshire			
Force Pooled - 31%	83.167	77.058	6.109
Force Non Pooled	13.181	16.935	(3.754)
Income	(6.034)	(7.796)	1.762
Total Force	90.314	86.197	4.117
OPCC	1.381	1.152	0.229
Net Budget / Spend variance	91.695	87.349	4.346
Less reserves transferred in	(0.821)		(0.821)
Variance total spend to net budget	90.874	87.349	3.525
Less notional spend against other reserves		(3.023)	3.023
Total variance to net budget	90.874	84.326	6.548
Budget Contribution from Reserves	(0.705)		
Net Budget Requirement / contribution back into reserves	90.169	87.349	2.820

Table 3.3 West Mercia budget variance analysis

	Revised Budget £m	Actual £m	Variance £m
West Mercia			
Force Pooled - 69%	186.752	171.361	15.391
Force Non Pooled	25.004	33.098	(8.094)
Income	(8.353)	(11.870)	3.517
Total Force	203.403	192.589	10.814
OPCC	2.197	1.312	0.885
Net Budget / Spend variance	205.600	193.901	11.699
Less reserves transferred in	(1.077)		(1.077)
Variance total spend to net budget	204.523	193.901	10.622
Less notional spend against other reserves		(0.300)	0.300
Total variance to net budget	204.523	193.601	10.922
Budget Contribution from Reserves	(3.557)		
Net Budget Requirement / contribution back into reserves	200.966	193.901	7.065

3.7 The following paragraphs provide a brief commentary on the significant variances against budget.

3.8 Police Pay £8.202m under-spend

£2.4m is an under-spend on overtime and the implementation team. These have both been reduced from the budget in 2014/15. In total £4.6m has been removed from the officer pay budget in 2014/15. The main element of the under-spend is vacancies. This is currently being addressed as part of a significant recruitment campaign.

3.9 Staff Pay £4.082 under spend

The under-spend is largely down to vacancies, the most material under-spends can be seen in the following business areas:

Business Area	Average No of Vacancies	Under spend £m
People Services	15	0.968
Operational Support	61	1.768
Forensics	14	0.399
ICT	15	0.310
PVP	38	0.670
Total	128	4.115

Staff pay budgets in 2014/15 have been reduced in line with the implementation of the blueprint savings. The vacancies shown above are not part of normal turnover; they are as a result of the change programme. Some £3.3m of staff pay has been removed from the 2014/15 budget.

3.10 Premises £1.536m under-spend

£0.799m – Maintenance: This under-spend was caused by delays to the programme whilst resources were re-directed to support the implementation of the new policing model.

£0.395m – Utilities and Other Energy Costs: A provision of £0.150m for Carbon Reduction commitments was no longer required and written back to revenue. The remainder of the saving in this area was largely due to the mild winter.

£0.250m – Contract Cleaning: The new contract was implemented in November 2013 releasing savings. £0.400m has been removed from 2014/15 budgets as a result of the new contract.

A total of £0.806m of savings has been removed from Estates budgets in 2014/15.

3.11 Supplies and Services £3.875m under-spend

£1.457m – ICT Costs: A combination of supporting the implementation of policing model, supporting the change programme and designing their own change programme has meant resources have been directed away from the planned programme of work. This is also reflected in the under-delivery on the capital programme. The ICT budget for 2014/15 has already been reduced by £0.367m with a further £0.137m identified in year. There are plans to reduce the budget by a further £0.5m and these will be identified during the 2015/16 budget setting round.

£1.017m – Cost of Change: A budget was set aside to contribute towards the cost of change in year and this has not been fully utilised.

£0.929m - Forensic Costs: By reviewing the nature of Forensic submissions and redefining the rules around what type of evidence is submitted, the service has managed to remove £0.334m from 2013/14 and 2014/15 budgets to contribute to the current savings target. However, this service will be reviewed further as part of the 2015/16 budget process to assess the potential for further savings which is reflected in the large under-spend this year.

3.12 Capital Financing £7.389m overspend

The PCC approved a strategy of utilising in-year favourable variances to offset borrowing as part of their 2014/15 budget report and medium term financial plan. An additional revenue contribution to capital of £7.4m has been made to support the capital programme. The programme is heavily reliant on borrowing and this strategy will assist with ongoing reductions in revenue budgets. We currently have plans to borrow £53m and have 'internally' borrowed some £40m, which will also need to be financed. The revenue budget contains the full cost of this borrowing. Any contributions we make to the capital programme will reduce the need for borrowing thus reducing the future impact on revenue budgets. We will use these revenue savings to contribute to the delivery of savings in 2015/16. This will be the first year of the new change programme.

3.13 Income £5.278m under spend

The main elements of this under spend are:

- ◆ Fees and charges £1.2m
- ◆ Government grants of £1.16m
- ◆ Other grants and reimbursements of £2.2m which is mainly mutual aid and the badger cull

The income budget for 2014/15 has been increased by £2.8m to reflect the ongoing trends on income. This will be subject to annual review as part of the budget and business change process.

4. Capital expenditure and financing

- 4.1 At Quarter 3 the out-turn forecast was £13.6m, this reduced to £12m by the year end. The balance of £21.4m will slip to the remaining years of the programme. The approved MTFP included a £30m budget in 2014/15. This will increase to £31.6m. It should however be noted that business leads actually requested a budget of £44m in 2014/15. This is a deliberate strategy to over programme with an aim of achieving the financial projections approved and increasing the speed at which investments to improve services are made.
- 4.2 Table 4.1 shows the out-turn position on spend and funding for 2014/15 across each sub total.
- The main reasons for the slippage are:
- Over optimistic delivery plans
 - Estates strategy not approved until the summer
 - Focus on the people movement plan (implementation of new policing model) consumed significant resources
 - Programme included projects that required detailed business case submission
- 4.3 There is a clear focus both within the Force and through the OPCC to enhance the rate of delivery on capital, in particular, ICT, so that the benefits on service and efficiencies can be implemented.
- 4.4 A new Property Board has been established and has clearly demonstrated the benefit of bringing all partners together to adopt a transparent and strategic approach to the delivery of this element of the capital programme.
- 4.5 Investments through the capital programme will play a key role in the programme of change.

Table 4.1 Capital Programme

	Current Budget 2013/14	2013/14 Out-turn	Forecast Slippage & Underspend
	£m	£m	£m
Total West Mercia ICT Replacement Programme	3.108	1.595	1.513
Total Warwickshire ICT Replacement Programme	1.536	486	1.050
Total West Mercia ICT Strategy	1.162	116	1.046
Total Warwickshire ICT Strategy	380	97	283
Total ICT Joint Strategy	7.560	2.190	5.370
Total West Mercia Estate Services	9.892	5.946	3.946
Total Warwickshire Estate Services	5.079	291	4.788
Total Joint Estate Services	554	0	554
Total West Mercia Vehicles, Plant and Equipment	2.664	1.173	1.491
Total Warwickshire Vehicles, Plant and Equipment	1.489	221	1.268
Total Joint Equipment	100	0	100
Total Capital Programme	33.524	12.115	21.409

- 4.6 Table 4.2 summarises the planned funding of the programme in 2013/14 and the proposed funding arrangements. This maximises the use of the revenue contribution to capital and the receipt of innovation grant from the Home Office which was not planned.

Table 4.2 Funding the Programme

	Original Funding Plan £m	Out-turn Funding plan Total £m	West Mercia £m	Warwickshire £m
Capital receipts	2.730	0.411	nil	0.411
Home Office grant	2.767	0.289	nil	0.289
Specific grants and contributions	250	0.960	0.934	0.026
Other external contributions	nil	0.369	nil	0.369
Revenue contributions	nil	10.086	9.388	0.698
Borrowing	27.777	nil	nil	nil
Total	33.524	12.115	10.322	1.793

5. Reserves

- 5.1 The budget report of February 2014 was based on the expected out-turn position as at the end of Quarter 3. Table 5.1 shows the expected position as agreed in the budget report February 2014 and the final out-turn position. It can be seen that Warwickshire reserves have out-turned exactly as forecast and West Mercia will have strengthened its reserve position to the value of £3.8m. The latter has been added to the budget reserve.
- 5.2 The financial position will mean that the resources agreed in the MTFP reserve strategy will be available for new investment in PCC priorities, invest to save projects and to support the revenue budget over the life of the MTFP.

Table 5.1- Summary of Forecast and Actual Opening Reserve Balances

	West Mercia (Budget report estimate Feb 2014) £m	West Mercia Opening Balance April 2014 £m	Warwickshire (Budget report estimate Feb 2014) £m	Warwickshire Opening Balance April 2014 £m
Total	49.3	53.1	33.2	33.1
Budget Reserve	24.7	29.2	9.4	9.3
PCC Priorities - Rural, Business and Cyber	5.0	5.0	2.5	2.5
Invest to Save	6.9	6.9	3.1	3.1
Operation X	nil	nil	1.7	1.7
Operational Reserve	nil	nil	10.5	10.5
General Reserves	12.0	12.0	6.0	6.0

6. Alliance Savings Programme

- 6.1 The alliance programme was the mechanism by which both forces intended to deliver their financial savings over the life of the previous MTFP (2011/12 - 2014/15). The target was £34.5m. To date £41.5m has been identified, the additional savings of £7m have been found from a review of the base budgets and income budgets. This has been reinvested by the PCCs as part of their budget report in February 2014, funding additional PCSOs, community initiatives, adopting a policy of up-front recruitment of student officers, supporting a programme to expand Specials.
- 6.2 The full savings are not planned to be delivered until 2015/16, however, there is a risk that some £2.1m will slip into 2016/17 and that £1m will not be delivered. The position will be reviewed at the end of each quarter and the impact on the MTFP considered. Work continues to find alternative ways of bringing these forward, and will be mitigated by ongoing vacancies.

7. Programme Requirement 2015/16 - 2018/19

- 7.1 The new change programme has been launched. We require an additional £2m across the alliance (£0.5m Warwickshire and £1.5m West Mercia). The programme StraDA (Strengthening and Deepening the Alliance) has embedded the OPCC within the new Governance arrangements and plans to take a holistic review of the organisation and its processes and practices. An update on progress will be included in the next update. It is anticipated that the first £2m of savings needed for 2015/16 will be found by a review of base budgets, income and review of capital funding.

8. Conclusion

- 8.1 There has been a net contribution to reserves of £9.9m. This is £3.8m higher than expected at quarter 3 and the agreed reserve strategy approved in the MTFP.
- 8.2 The approved budget for 2014/15 and MTFP strategy included the decision to use 2013/14 in-year under-spends as a revenue contribution to capital. The results have enabled an increase in the anticipated revenue contribution to capital outlay (RCCO) by £7.4m. Overall borrowing has been reduced by RCCO and additional capital grants. This will have a positive impact on the future savings required.
- 8.3 Favourable variances continue to occur across the board. In the main these are one-off early delivery of savings or delays to recruitment. The early delivery of savings is identified in the report and has been removed from the budget in 2014/15.
- 8.4 Income continues to exceed planned budgets and we will continue to monitor this at each budget review.

- 8.5 The long term financial position for policing remains challenging with a further gap of £29m emerging from 2015/16 onwards, however, the reduction in borrowing requirements will assist in the identification of the 2015/16 budget reductions.
- 8.6 The MTFP and underlying assumptions, approved in February, will need to be kept under close review.

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Warwickshire Police and Crime Panel

20th June 2014

Work Programme 2014/15

Recommendations

That the Warwickshire Police and Crime Panel:

- 1) Agrees the updated Work Programme for 2014/15;
- 2) Considers whether it wishes to webcast future meetings;
- 3) Reviews the update on recommendations and actions previously requested by the Panel;
- 4) Agrees to delegate the quarterly monitoring of the budget to the Budget Working Group; and
- 5) Allocates two members to attend the Conference on 10th July 2014.

1.0 Work Programme

- 1.1 An informal meeting to discuss the Work Programme 2014/15 for the Police and Crime Panel was held on 21st January 2014 and the proposed document is attached at **Appendix A**. The Work Programme is a live document which will be updated following each meeting. Items may also be deferred or added to the Work Programme as considered necessary and agreed by the Chair of the Panel.
- 1.2 The Panel is asked to consider the Work Programme and the inclusion of additional areas of scrutiny activity or review.

2.0 Recommendations and Actions Plan

- 2.1 Attached at **Appendix B** 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.

3.0 Webcasting

- 3.1 At its last meeting, the Panel requested information on the risks, benefits and associated costs for webcasting meetings of the Police and Crime Panel. As the Panel has taken a decision to hold each meeting at a different venue across the county, mobile webcasting would be the most flexible and appropriate option. This could be delivered through the County Council's Communication's team at an estimated cost of £250 per meeting.
- 3.2 The public view would be from a single point (usually filming the Chair / top table) but the microphone would capture speakers from around the room, even though they will not be on camera. An example of this is the webcasting of the Commissioner's Public Scrutiny meetings, which have proved popular (270 views at the last meeting and positive comments). (Link to the webcast: <http://www.ustream.tv/recorded/45880287>)
- 3.3 The webcast would be available to the public both live, and archived, via a link in a social media or a news article which would take the viewer to a specifically created channel on 'Ustream'. The link could also be published and promoted on the Council's website, the meetings page and from the agenda front page.
- 3.4 Benefits – the principal benefit is that webcasting improves public access to the democratic processes. Members of the public who are unable to attend the meeting have the option to watch the meeting, thereby increasing indirect engagement with the public and increasing public accessibility to the meeting. This is likely to encourage further engagement and the potential for more public representation at Panel meetings. Webcasts will also be available on the Ustream site for a period of time following the meeting.
- 3.5 Risks – members and officers will need to be conscious that even if the public is not present in room, it is very likely that the public will be present 'online' and viewing the webcast either live or post-meeting. Attendees will therefore need to remember that confidential issues should not be raised, without moving into private session.
- 3.6 The Panel is asked to consider whether it wishes to webcast its future meeting.

4.0 Budget Monitoring

- 4.1 The Work Programme 2014/15 includes a requirement for monitoring of the Commissioner's budget on a quarterly basis; however, the meeting frequency for the Panel does not correspond with the availability of the quarterly budget information and therefore there may often be delay before the most recent quarterly information can be considered.

- 4.2 In light of this, it is recommended that the Panel delegate the quarterly budget monitoring to the Budget Working Group. This will ensure that timely scrutiny of the budget is undertaken as the Working Group will be able to schedule meetings once the budget information is produced. This approach worked successfully in 2013/14, when the Working Group met in August to consider the Medium Term Financial Plan and in January to review the budget precept.
- 4.4 The Office of the Police and Crime Commissioner has advised that the Force is required to produce quarterly budget reports to the Commissioner by the end of the month following quarter end. In light of this, it would be appropriate for the Budget Working Group to meet early August (Q1), early November (Q2), early February (Q3) and early May (Q4).
- 4.3 If the Panel accept this recommendation, the Budget Working Group will be required to report its findings back to the Panel and escalate any issues that may require further consideration.

4.4 Membership

The current membership of the Budget Working Group is Councillor Gillian Roache, Councillor Peter Morson and Robin Verso.

5.0 **Conference Event**

- 5.1 Two places have been booked onto a conference event for Police and Crime Panel members and officers on Thursday 10th July 2014 at County Hall, Nottingham. Details of the Programme is attached here:
<http://www.frontlineconsulting.co.uk/courses/>
- 5.2 The Panel is asked to allocate the two spaces, as appropriate.

6.0 **Dates of Future Meetings**

- 6.1 Future meetings of the Police and Crime Panel have been scheduled for 10.00 a.m. on the following dates:
- 18th July 2014
 - 26th September 2014
 - 21st November 2014
 - 3rd February 2015

Appendices:

Appendix A – Work Programme 2014/15

Appendix B – Recommendations and Actions Plan 2014/15

	Name	Contact details
Report Author	Georgina Atkinson	georginaatkinson@warwickshire.gov.uk
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Portfolio Holder	Councillor Kam Kaur	cllrkamkaur@warwickshire.gov.uk

**Police and Crime Panel
Work Programme 2014/15**

Item	Report detail	Date of last report	Date of next report
Police and Crime Plan 2013-17	<p>To hold the PCC to account for the delivering of the Police and Crime Plan and to:</p> <ul style="list-style-type: none"> • Review progress updates in the implementation of the Police and Crime Plan. • Review performance measures against objectives and scrutinise any areas of underperformance. • Consider the recent work of the PCC, including any activities / decisions taken since the last meeting of the Panel and engagement with national and regional policing initiatives (and how the PCC's national work is of benefit to Warwickshire and local priorities) • Review the Plan and determine matters for in-depth scrutiny; how and when. (Neil Hewison) 	N/a	*Standing item to every meeting – from June 2014 onwards (except for 18 th July as will be picked up in PCC Annual Report)
Complaints	The Panel to considering any complaints made personally against the PCC or the DPCC, taking into account the Complaints Protocol. (Verbal update)	N/a	*Standing item to every meeting
Election of Chair/Vice Chair	The Panel to elect a Chair and Vice-Chair for the 2014/15 Municipal Year. (Georgina Atkinson)	14 th June 2013	20 th June 2014
Rules of Procedure	Update Rules of Procedure to include the Public Question Time scheme. (Jane Pollard)	N/a	20 th June 2014
Appointment of Sub-Panels	To agree the working arrangements and Terms of Reference for the Planning & Performance Working Group; and Victims Services Commissioning Task and Finish Group. (Georgina Atkinson)	18 th March 2014	20 th June 2014

**Police and Crime Panel
Work Programme 2014/15**

Item	Report detail	Date of last report	Date of next report
Police and Crime Panel Annual Report 2013/14	To consider and comment on the Panel's Annual Report for 2013/14. (Georgina Atkinson)	18 th March 2014	20 th June 2014
Special Constables	Two Special Constables will be in attendance to share their experiences of the role. (Cl Slemensek)	3 rd February 2014	20 th June 2014 - TBC
Community Engagement and Delivery Plan	<p>The Panel to consider:</p> <ul style="list-style-type: none"> • How public engagement has been used to inform and shape the Police and Crime Plan? • How will the outcome of public/partner meetings be reported back to PCP? • The role of the PCC in responding to issues/requests raised via engagement. • Key issues raised and actions taken, to measure the impact of the Engagement Strategy, how well it has been undertaken, how it will be improved in future and whether the objectives have been achieved. • (Neil Hewison / Cheryl Bridges) 	27 th September 2013	20 th June 2014
Community Safety Grants	<p>The Panel to consider:</p> <ul style="list-style-type: none"> • What are the criteria for applying/awarding the grants? • What is the decision-making process and how transparent is this? Public notification? • How is the expenditure monitored against the original objectives of the project? Is there an audit trail of expenditure? • Do the five objectives in the Police and Crime Plan reflect those of partners? Are they realistic? Are they adequately funded? (Neil Hewison) 	N/a	20 th June 2014

**Police and Crime Panel
Work Programme 2014/15**

Item	Report detail	Date of last report	Date of next report
Implementation of the 'Blueprint' Model	The Panel requested a report regarding the implementation of the Blueprint model. (Cl Siemensek)	N/a	20 th June 2014 - TBC
PCC Annual Report 2013/14	The Panel to review the PCC Annual Report and provide a written response (to be published on the web site). (Neil Hewison)	27 th September 2013	18 th July 2014
Joint Property Vehicle Policy	To consider the policy for the Joint Property Vehicle with West Mercia. (Dave Clarke) Possible Task and Finish Group of Estates/Assets Strategy in future?	N/a	18 th July 2014
Community Safety Ambassadors	Outcome / findings of the review of the Community Safety Ambassadors, which will take place post-summer 2014. (Neil Hewison)	N/a	26 th September 2014
PCC Role in Holding the Chief Constable to Account	<p>The Panel to consider:</p> <ul style="list-style-type: none"> • How does the PCC hold the Chief Constable to account, what are his conclusions and why? What evidence is there that practical changes and improvements have been made by the Commissioner holding the Chief Constable to account? • How does the PCC measure efficiency and effectiveness of Warwickshire Police? What are results and conclusions? Review and determine whether the PCP has anything of value to add. How is the Force relative to other authorities? Information/ view of HMIC. (Neil Hewison) 	N/a	26 th September 2014

**Police and Crime Panel
Work Programme 2014/15**

Item	Report detail	Date of last report	Date of next report
Victims Services Commissioning Task and Finish Group	To receive the final report and recommendations of the Task and Finish Group. (Georgina Atkinson)	N/a	26 th September 2014
Feedback from Statutory Bodies	<p>The Police and Crime Panel to canvass the Chairs of the Warwickshire Community Safety Partnerships, Third Sector, CAVA, Police, Criminal Justice and other statutory partners on the following:</p> <ul style="list-style-type: none"> • What changes are you seeing on the ground as a result of the Commissioner's actions? • Do you have a clear understanding about what your Partnership needs to do to help achieve the outcomes in the Police and Crime Plan? • Is there anything that the bodies want the PCP to focus on re: the PCC's activity and priorities? (Georgina Atkinson) 	N/a	Review to be undertaken in autumn and report back to Panel 21 st November? Link individual Panel members to individual partners and then report back?
Criminal Justice Bodies	<p>Report to outline how the PCC works with criminal justice bodies to make arrangements for efficient transaction of criminal justice policy and the PCC's role and progress in leading on Restorative Justice. (Neil Hewison)</p> <p>Does the Panel wish to canvass the Criminal Justice Bodies to assess this?</p>	N/a	21 st November 2014
Office of the Police and Crime Commissioner	To consider the rationale, funding sources and budget implications and any future proposed expansions of the OPCC, include comparative information to other Offices. (Neil Hewison)	N/a	21 st November 2014

**Police and Crime Panel
Work Programme 2014/15**

Item	Report detail	Date of last report	Date of next report
Strategic Policing Requirement	<p>The Panel to consider:</p> <ul style="list-style-type: none"> • Information about the SPR and budget. • How the SPR affects the services delivered in Warwickshire, including the resources committed to meet the SPR. • Outcome of the HMIS inspection (due 2014). 	N/a	TBC – once the HMIC inspection has been. NH check timescales. undertaken
Budget Precept 2014/15	This is a statutory role for the Panel in approving precept and needs to be supported by information to help the Panel understand how the budget is put together and its development, what assumptions are used and changes from previous years. (Dave Clarke)	3 rd February 2014	3 rd February 2015

Informal Meetings / Briefing Notes

Item	Briefing Note detail	Date requested	Date scheduled / circulated
Rural and Business Crime	To receive statistical information / data regarding rural and business crime.	18 th March 2014	29 th April 2014
Budget Briefing	Informal briefing be provided for Panel members regarding the formation of the policing budget, which will also pick up on the previous requests/points raised by the Budget Working Group:	3 rd February 2014	To be scheduled every November.

**Police and Crime Panel
Work Programme 2014/15**

	<ul style="list-style-type: none">• Detailed breakdown of the Alliance Savings Plans• Capital Programme management and monitoring procedures• Clarification on the Police and Crime Commissioner's thoughts on the Capital Programme and how he challenged and monitored the Programme. (Dave Clarke)		
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**Recommendations and Actions raised by
Police and Crime Panel 2014/15**

Date raised by the Panel	Recommendation / Action	Lead Member / Officer	Panel Update	Progress Notes
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	20 th June 2014	<p>COMPLETED – Information was tagged onto the supplementary information for Stratford DC. The other authorities did not send out supplementary information as a matter of course, though did signpost to the information through their own websites. Other options to disseminate information, such as through ‘Newsbeat’ are currently being considered.</p> <p>Adverts will be placed in the local media to publicise the Public Scrutiny meetings and the webcasting is proving popular (270 views at the last meeting).</p>
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	20 th June 2014	<p>COMPLETED</p> <p>The creation of a MASH does feature in the refresh of the Police and Crime Plan 2013-17 and this piece of work has been allocated to a Policy Officer.</p>
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	20 th June 2014	<p>COMPLETED Briefing note circulated to the Panel – 28th March 2014.</p>

**Recommendations and Actions raised by
Police and Crime Panel 2014/15**

<p>22nd November 2013</p>	<p>To request that a mapping structure of the Safer Neighbourhood Teams be provided to elected members to share with the public.</p> <p>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'.</p>	<p>Chief Inspector Slemensek</p>	<p>20th June 2014</p>	<p>COMPLETED</p> <p>SNT charts have been circulated with the Police and Crime Panel agenda for 3rd February 2014. Once photos have been received, these will be circulated to the Panel.</p>
<p>22nd November 2013</p>	<p>Councillor Gillian Roache requested that the Commissioner explore the provision of funding support to the CCTV service. The Commissioner agreed to consider this proposal.</p>	<p>PCC</p>	<p>20th June 2014</p>	<p>COMPLETED – The PCC grant scheme has been completed and there were no requests from the CSPS for funding support for the CCTV service.</p>
<p>3rd February 2014</p>	<p>Informal briefing be provided for Panel members regarding the formation of the policing budget, which will also pick up on the previous requests/points raised by the Budget Working Group:</p> <ul style="list-style-type: none"> • Detailed breakdown of the Alliance Savings Plans • Capital Programme management and monitoring procedures • Clarification on the Police and Crime Commissioner's thoughts on the Capital Programme and how he challenged and monitored the Programme. 	<p>Dave Clarke / Georgina Atkinson</p>	<p>20th June 2014</p>	<p>COMPLETED – Will be held every November – Georgina Atkinson and Dave Clarke to plan arrangements in August. Has been added to Work Programme 2014/15.</p>
<p>3rd February 2014</p>	<p>Request statistical information regarding business and rural crime.</p>	<p>Georgina Atkinson / Jemma Bull</p>	<p>20th June 2014</p>	<p>COMPLETED – information circulated to the Panel 29th April.</p>

**Recommendations and Actions raised by
Police and Crime Panel 2014/15**

18 th March 2014	Request that an assessment of the benefits, risks and costs for webcasting meetings of the Panel be undertaken.	Georgina Atkinson	20 th June 2014	Include in Work Programme report, to be presented at 20 th June meeting.
18 th March 2014	Request that the scoping document for the Victim Services Commissioning Task and Finish Group be prepared and presented to the next meeting.	Georgina Atkinson	20 th June 2014	COMPLETED – report due for 20 th June meeting.
18 th March 2014	Neil Hewison advised that a Policy Officer was currently working on Victims Services Commissioning and that there was the intention to schedule a Victims Summit in May, to which members of the Panel would be invited.	Neil Hewison / Chris Lewis	20 th June 2014	The Victims Summit is scheduled for 22 May – Robin Verso is attending. A further event will be held for the Panel post-election. Chris Lewis to confirm details, date, etc.