

Warwickshire Police and Crime Panel

18th July 2014

Police and Crime Commissioner's Annual Report 2014

Recommendations

That the Warwickshire Police and Crime Panel considers the Police and Crime Commissioner's Annual Report 2014, asks questions in relations to its content and considers a formal collective response to the Report.

1.0 Background

- 1.1 Each year, the Police and Crime Commissioner is required to produce an Annual Report which outlines the progress that has been made in achieving the objectives set out in the PCC's Police and Crime Plan for Warwickshire.
- 1.2 A copy of Warwickshire PCC's Annual Report 2014 is attached at **Appendix A**.
- 1.3 Members of the Police and Crime Panel are asked to consider the Annual Report and form a collective response.

ANNUAL REPORT 2014

Warwickshire Office of the Police and
Crime Commissioner



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Foreword by Mr Ron Ball - Warwickshire Police and Crime Commissioner

When I produced the Foreword for last year's report I was definitely a new boy having been in the office for only four months. Here we are just one year on and I am almost half way through my first term.

A huge amount has happened in the intervening period. The thing that is most pleasing about the last year has been the continuing fall in traditional crime. Despite arguments about recorded crime, I am completely convinced that the fall is real. A combination of smarter and better targeted policing combined with really effective collaborative working with our partners has contributed to the excellent performance over the last year. What makes the performance even more impressive is that it has been achieved against the backdrop of implementing our alliance with West Mercia. That has been a huge internal change which will hardly have been noticed by the public. To have achieved that with increasing levels of public satisfaction has been a remarkable feat; and is a tribute to our officers and staff. To quote a recently commissioned independent report :

"The achievements of the Strategic Alliance to date are significant and should be trumpeted as a model that others will follow".

That first paragraph above may look complacent. Far from it. Although traditional crime is falling, cybercrime and fraud is not. The arrival of computers and use of the internet is presenting criminals with new opportunities which they are exploiting to the full. There is no point in pretending that we or anyone else, has a handle on this yet. What I have done, in conjunction with our partners in West Mercia, is to allocate resources to this and to set up groups to begin to tackle the problems. Because offenders can be literally anywhere in the world traditional policing techniques will be inappropriate. The emphasis will be on self-help and in my next Annual Report I will update you on how we have started to make inroads into these growing areas of criminality.

Introduction

Welcome to my annual report for 2013/14. This report will highlight the progress that has been made in achieving the objectives set out in my Police and Crime Plan for Warwickshire. The requirement to produce an annual report is set out in Section 12 of the Police Reform and Social Responsibility Act 2011 along with my principal responsibilities as the Police and Crime Commissioner for Warwickshire, which requires me to work with the police, the public and a wide range of partners to ensure that there is an effective and efficient police service in Warwickshire. My responsibilities include:

- Holding the Chief constable to account for the operation and performance of the police.
- Setting the budget for the police and the precept (the charge to be paid by Council Tax payers).
- Listening to the public, victims of crime and local communities, including the business community and reporting back to them.
- Appointing and where necessary dismissing the Chief Constable.
- Working with local Councils and other statutory and non-statutory agencies, including for example Victim Support, Community Safety Partnerships, Warwickshire Strategic Justice Board and Neighbourhood Watch to support reductions in crime.
- Fulfilling my statutory role ensuring the protection of the public and in particular the safeguarding of vulnerable children and adults.
- Ensuring that the principles of equality and recognising diversity underpin all of this work.

I am supported in my role by my Deputy Police and Crime Commissioner, Dr Eric Wood OBE DL, along with a small team in my office led by my Chief Executive.

Warwickshire Police Performance for the Year ending March 2014

During 2013/14 Warwickshire Police delivered good performance against a background of significant change including the implementation of a new policing model as part of the continuing Strategic Alliance with West Mercia Police.

There were 1,185 (4%) fewer victims of crime, equating to reductions in burglary of people's homes, robbery and significantly fewer reports of anti-social behaviour compared to 2012/13.

Victim satisfaction has remained strong with over 85% of people being satisfied with the service they received. The number of fatalities on our roads remained the same as the previous year which was the lowest recorded total ever.

However, an increase of 25% (62 collisions) in the number of people seriously injured is of concern, with the increase being mainly pedal cyclist casualties.

I continue to support the work of the Warwickshire, West Mercia Roads Safety Partnership to reduce the number of people killed and seriously injured on our roads and I will continue to support with partners road safety campaigns aimed at improving road safety, casualty reduction and educating road users. Concern about the safety of pedal cyclists is in my Police and Crime Plan and over the next twelve months I will focus on this area to try and reduce the number of casualties.

Nationally, in terms of police performance, the Home Secretary has made it clear she expects police forces and Police and Crime Commissioners to move away from setting targets on the basis that target driven policing actively does not deliver maximum protection or provide the best service to the public.

The force and I are therefore considering what form of performance framework best serves the public of Warwickshire, but it is clear that overall crime reduction and public confidence in policing will feature.

End of Year Finance Report 2013/14

My Chief Finance Officer (Treasurer) and his Deputy support me in scrutinising and challenging the financial performance of the Force. In 2013/14 the Warwickshire Police Budget was £92.2m.

In line with the medium term financial strategy outlined in my February 2014 budget and precept report I have increased the police element of the council tax by 1.99% for 2014/15.

The following table shows a high level breakdown of the 2013/14 budget and how the required financial savings are reflected in the 2014/15 budget.

	2013/14 Budget £m	2014/15 Budget £m	% Change
Enabling Services	16.649	17.450	4.81
Finance	6.690	5.013	-18.71
Local Policing	46.928	46.937	0.02
Protective service	21.912	20.537	-6.28
Total Force	92.179	89.937	-1.97
PCC's Budget	0.920	1.830 *	98.91
Grand Total	93.099	91.767	-0.97

**The PCC's budget for 2014/15 has been increased as I have lost the Community Safety grant income but pledged to maintain expenditure levels.*

Expenditure on Capital was significantly less than expected in 2013/14 and in my budget statement I identified the need to invest in Capital projects to achieve savings over the medium and long term. I, along with my Treasurer will be ensuring that there is a substantial improvement in this area of budget performance during 2014/15.

Alliance/ Savings

During 2013/14 the Alliance has assisted Warwickshire in achieving £7.0m of its required savings. Going forward the Alliance is entering a new phase with an estimated £29M of further savings needed across both forces by 2018.

In January 2014 the two forces were successful in their joint bid to secure £0.811m of government funding for 2013/14 and a further £1.647m in 2014/15. This funding is to develop a contact management and command and control facility to allow more effective collaboration with the wider 'blue light' family. The funding will also enable further investment in integrated IT across the alliance.

More detailed financial information, including a detailed budget report and a statement of accounts, is available to view on my website: www.warwickshire-pcc.gov.uk

Office of the Police and Crime Commissioner (OPCC) Structure and Cost

Following my election I wanted to take time to be clear about my emerging role and the support that I would require to fulfil my statutory responsibilities and deliver my priorities.

By Summer 2013 it became clear that my role and responsibilities were very different and far wider than those of the Police Authority, not least in terms of the additional responsibility for tackling crime as well as policing.

I commissioned an independent external review of the OPCC by a former senior police officer and member of Her Majesty's Inspector of Constabulary, Mr Peter Todd. I wanted to ensure that I had the right number of staff with the right skills and abilities. As a result, new job descriptions were prepared at the Policy Officer level and the existing Policy Officers were invited to apply. Two of the three existing Policy Officers took the opportunity to accept voluntary severance and left the OPCC by mutual agreement. The third Policy Officer was appointed to one of the new posts as a Policy and Research Officer.

One of the concerns raised by the external consultant was that, even if fully staffed, there would be insufficient capacity in the OPCC. I agreed with that assessment and advertised for three Policy and Research Officers receiving 120 applications. Formal interviews took place and three successful candidates were appointed.

In November 2013 my new Chief Executive, Neil Hewison, was appointed. Mr Hewison's appointment was unanimously confirmed by the Police and Crime Panel.

Following a review of the media support to the OPCC I decided to increase capacity in this critical area. I am currently in the process of recruiting a full time Media and Communications Officer which will enable to me to communicate more effectively with the public.

A chart detailing the current OPCC staffing structure is attached at **Appendix One**

My new Chief Executive has devised specific roles for each of the Policy and Research Officers, namely:-

Policy Area	Geographic / Other Responsibility
Engagement	Rugby
Victim Commissioning and Protecting the Vulnerable	South Warwickshire
Criminal Justice	County Council Liaison
Performance and Scrutiny	Nuneaton and Bedworth
Standards and Integrity	North Warwickshire

They also have geographic responsibilities as shown. They are each responsible for delivering outcomes in line with their specific role and my aims as outlined in the Police and Crime Plan.

The staffing budget at the beginning of 2013/14 contained the following posts:-

Commissioner	-	1.0 FTE (full time equivalent)
Deputy Commissioner	-	1.0 FTE
Chief Executive	-	1.0 FTE

Note the salaries for these posts are on the OPCC website:

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

The new structure includes the following additional posts:-

- 1.0 FTE - Administrative Assistant
- 2 (1.6 FTE) - Policy and Research Officer Posts

Note: The original Policy Officer who was appointed to the new Policy and Research Officer role will return from maternity leave on reduced hours. This means that the five Policy & Research Officers will work 4.1 full time equivalent hours.

This has increased the staffing budget by £63,000. However, there has been no increase in the overall budget of the OPCC. One of the additional posts will be funded through the use of the Home Office's Victims Commissioning Grant which allows me to use this funding to increase capacity for dealing with my new responsibilities around victims. The remaining funding required for my Apprentice and the recruitment of the media and communications officer has been found from within my existing budget.

OPCC Budget 2013/14

The overall working budget for the OPCC for 2013/14 was £0.92m this being £0.032m less than the previous full year budget (2012/13) for Warwickshire Police Authority.

Due to a number of savings across staffing, supplies and services only £0.84m was spent during 2013/14. This underspend of £0.070m will be available to support my Commissioners Grant Scheme during 2014/15, should it be required. During 2013/14 I allocated grants for Community Safety Projects which amounted to £0.82m. This grant is covered in a later section of my report.

I have determined to keep costs as low as possible whilst ensuring that I have the necessary support to discharge my duties.

Please find below details of the total budget for the Office of the Police and Crime Commissioner for 2013/14

Breakdown of the OPCC budget for 2013/14 and 2014/15:

Expenditure	2013-14	2014-15
Staffing budget	488,700	530,208
SLA's	261,300	245,700
Office Costs	68,400	63,792
Strategic Initiatives	81,300	50,000
Community Ambassadors	20,000	30,000
Total	919,700	919,700

More detailed financial information including a detailed budget report and a Statement of Accounts is available to view on my website : www.warwickshire-opcc.gov.uk

Key Principles

Underpinning all of my work are the following six principles which guide my approach to policing and crime reduction in Warwickshire:

1. Stronger local policing
2. Valuing people and increasing visibility
3. More effective and early intervention and a focus on prevention
4. Effective communications
5. Financial responsibility
6. Promotion of equality and celebrating diversity

Refresh of the Police and Crime Plan

Over the past 12 months I have been listening to people across the County and assessing developments in policing and community safety both nationally and locally.

As a consequence although I believe that my priorities are still broadly the right ones, I have recently undertaken a review of my Police and Crime Plan and developed a 'refreshed updated version' which is due to be launched very soon alongside the Warwickshire County Council Community Safety Agreement for 2014/15.

This will be the first time that these key documents for Crime and Community Safety in Warwickshire have been published as one document. This will bring even closer together the public and partner agencies who are working within the County of Warwickshire to reduce crime and the fear of crime and make Warwickshire a safer place to live, work and travel through.

A copy of my refreshed Police and Crime Plan can be found on the Office of the Police and Crime Commissioner (OPCC) website: <http://www.warwickshire-pcc.gov.uk/>

I will now describe the progress that has been made during the past 12 months to deliver the five objectives contained in my Police and Crime Plan.

Objective One “Reduce Crime and Disorder”

Community Safety Grants and Innovation Fund 2013-14

During 2013-14 I was pleased to provide two funding streams for projects which would benefit the residents of Warwickshire, namely the Community Safety Grant and Innovation Fund.

Through the Community Safety Grants I was able to financially support each of the four Community Safety Partnerships and Countywide projects as set out in the table below.

Community Safety Partnership	Total grant awarded
South Warwickshire	£37,904
North Warwickshire	£10,205
Nuneaton and Bedworth	£44,800
Rugby	£18,030
Countywide initiatives	£399,737
Total awarded from the Community Safety Grant.	£510,676

Table: Awards made through the Community Safety grant.

A wide range of projects were delivered with this funding throughout 2013-14 including:

- Drugs and alcohol projects,
- Domestic abuse support services,
- CCTV support,
- Projects to address and target victims of domestic burglary,
- Projects to reduce violent crimes,
- Projects to reduce Anti-social behaviour within our communities,
- Analytical support to target resources at hotspot locations.

Each Community Safety Partnership has provided a report demonstrating the impact that grants have had on crime and disorder within their borough or district. Selected examples are given below.

Community Safety Projects for crime prevention Nuneaton and Bedworth.

236 targeted addresses in the Borough were provided with “target hardening packs” to reduce the opportunity for them to become a repeat victim of burglary. Only 5 of these properties became repeat victims.

ASB Fast Response team Nuneaton and Bedworth.

The team referred 557 young people who then actively engaged in positive diversionary activities in the Borough.

Addressing violence through the Gangs Project, Rugby.

Known gang members were engaged and participated in activities to build new lives. The project developed a CD and has received national recognition from the Ministry of Justice.

Your Town Your Choice- South Warwickshire.

Events have been held throughout the two districts engaging with a wide range of people within the community providing them with information regarding their safety and the support services available to them in their locality.

Community Safety analysts.

This countywide resource enabled crime trends to be analysed and resources to be targeted at hotspot locations, days and times. The analysts were able to provide data and reports to evidence how effective initiatives have been.

Innovation fund 2013/14

The innovation fund enabled statutory and voluntary sector organisations to apply for funding to address a wide range of crime and disorder issues which impacted on our communities. I was able to financially support 24 projects, totalling £275,981.

Some of the projects that were supported included:

- Dob Em in - Reducing nuisance motorcycles in Nuneaton and Bedworth. The project aimed to prevent motorcycle misuse and educate perpetrators directing them into positive diversionary activities. Two police officers have been trained to use the off-road bikes, 18 young people have attended the course, none of whom have come to the attention of the Police since.
- Anger awareness counselling project - The project aims to provide clients with tools and coping mechanisms to prevent their anger developing into violence. 5 courses have been completed with 45 participants and 34 of them have completed one to one sessions.
- Anti-Social Behaviour Intervention Team/ BIKE team - in North Warwickshire 20 interagency patrols have been conducted at hotspot locations and times. Over 200 young people were engaged during the patrols and received a range of advice including fire safety. Unsecure and vacant premises were identified during the patrols and proactive work with the owners enabled them to be secured to prevent offences taking place.
- The installation of 7 Automatic Number Plate Recognition (ANPR) cameras in North Warwickshire are enabling the Police to identify vehicles that are linked to crime and take appropriate action.
- Town Watch North Warwickshire - Equipment is being installed in appropriate locations to enable the expansion of the successful Atherstone Town Watch to other towns in North Warwickshire. In Atherstone, numerous arrests have been made as a direct result of the Town Watch scheme, currently 13 individuals have been banned from all member stores and this is reviewed quarterly.
- Conflict mediation in Rugby - The Mediation and Community Service (MACS) has worked with 35 households experiencing anti-social behaviour. After

working with MACS all of the households felt that they managed their conflicts better or much better.

- The Eastern European Violence reduction project in Rugby has developed and delivered a range of publicity materials including 66 posters for pub-watch premises, 1000 project beer mats and 40 posters in food outlets, they have produced and distributed 180 information packs for the target audience and provided drop in sessions and client referrals to appropriate support agencies.
- Sportivate in Rugby has positively engaged with 75 young people (approximately one third were girls), the project is ongoing and the next phase will provide coaching opportunities for the young people to enable the legacy to continue.
- The taking responsibility campaign in Warwick District raised residents awareness around Anti-social behaviour and neighbour disputes through radio, billboards and bus campaigns.

Commissioners Grant Scheme 2014/15

I have allocated £915,103 to enable organisations across Warwickshire to deliver Community Safety projects which will address crime and disorder in the county during 2014/15. The Office of the Police and Crime Commissioner (OPCC) reviewed 87 applications for funding under the scheme, with a total value of £1,797,980. Together with additional appropriate funding sources I was able to support projects totalling £1,129,491. The total value of the awards made for 2014/15 are highlighted in the table below.

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

All applications were evaluated by following a standardised process and scored against a range of criteria. The full evaluation process followed can be found on the OPCC website. Each of the projects supported will be subject to a detailed three monthly review by the OPCC to ensure that the expected outcomes are being delivered.

Although the scheme will operate throughout 2014/15, the grant process represented a significant challenge to my office in terms of the resources required to advertise, assess and allocate the funds within a very short timescale.

Focus on High Harm Causer and Priority Policing Areas:

High harm causer are identified as individuals who are repetitive criminals and who cause the most harm. Warwickshire Police focus on these individuals because it is clear that a small minority commit a significant proportion of the overall crime in the county. The three Priority Policing Areas in Warwickshire are located in Nuneaton, Rugby and Leamington Spa. These are the areas of the County that suffer the highest levels of crime.

In order to reduce crime and deliver greater protection to the public of Warwickshire Operation X commenced during 2012 with an initial budget set by the Police Authority of £6.2 million to support the operation for a 3 year period. This additional investment was used to target prolific offenders, focus additional policing in the priority policing areas and to tackle cross border criminality.

When I came into office in November 2013 I agreed to continue funding the operation at the level set by the Police Authority. During phase one of the operation three teams with distinct operational objectives were set up. The Operational Support unit focused on automatic number plate recognition system hits (vehicles associated with crime), cross border criminal activity and the team were used as a

flexible resource to carry out arrests and execute search warrants. The Acquisitive Crime Team provided additional investigative resources to investigate serious acquisitive crime, actively manage prolific offenders and provide a necessary focus on burglary and auto crime offending.

Priority Policing Area Teams were set in each of the three areas referred to above. These teams focussed on tackling crime and anti-social behaviour trends, executing search warrants, prisoner handling and providing visible reassurance in the areas they policed. Operation X continued in this form until 1st October 2013 when the new policing model commenced across the Strategic Alliance. Police officers previously allocated to the three teams outlined above were then posted to other teams to fill the new policing model and as a consequence the three teams ceased to exist.

Since that time the additional resources provided to the operation have been focused on providing additional investigative support to CID teams in Warwickshire and have maintained a focus on actively managing prolific offenders. The projected spend for the operation during 2013/14 is £2.8 million. Up until September 2013 there has been clear evidence of significant operational activity delivering the operational strategy that had been set. But since that time the impact of the changes brought about by the new policing model have made the benefits of the additional investment in Operation X less clear.

As a consequence, I have requested the Chief Constable to review the operation to date and provide me with a detailed report concerning its cost, outcomes, future structure and focus in the light of the changes made during the implementation of the new policing model. A report has been provided which I am currently considering.

Cyber, Rural and Business Crime

With my fellow Commissioner in West Mercia, I have set aside funding of £1.5 million per annum to support activity across the Strategic Alliance to tackle these three crime types.

Cyber Crime

Recorded crime in the Country continues to fall. However, the level of 'cyber crime' connected to the internet is rising significantly. Given the nature and complexity of internet crime which very often crosses national boundaries, prevention in this area is key. Informing the public particularly the elderly and younger people, on how to protect themselves from internet crime and what to do if they are a victim of cyber crime, will be a major priority for the coming year and for the life of my Police and Crime Plan.

I will be working with my counterpart in West Mercia and national agencies such as the National Cyber Crime Unit and the National Fraud Investigative Unit, as well as local partners, to develop an effective collective approach to help counter this growing threat to us all.

An Alliance Cyber Crime Strategy has been drawn up and approved by the Alliance Governance Group (AGG) and the function of the AGG is dealt until late in this report. My Deputy is an active member of the newly established Cyber Crime Partnership Board which operates across the Strategic Alliance. I recently sponsored a 'cyber crime' event that took place on the 23rd May 2014 at Coventry University, with a large number of delegates from a variety of agencies being in attendance. I addressed the conference which was also televised.

Initiatives and the allocation of funding in this area will be overseen by the Cyber Crime Partnership Board. A further cyber crime conference is planned for Monday 8th September 2014.

Rural Crime

In a County with large rural areas I have received many representations, particularly from representatives of North Warwickshire and Stratford on Avon Councils and the National Farmers Union about the need to focus more on crime in the Countryside.

Rural communities in West Mercia report similar problems. I have therefore agreed to work with the Commissioner in West Mercia and the two Chief Constables to develop and invest in a Rural Crime Strategy to tackle crime in the countryside.

A multiagency event highlighting crime in the countryside was held at Moreton Morrell Agricultural and Equine College on 27th February 2014. The event, which was organised by the police, was addressed by myself and the Chief Constable. An Alliance strategy to tackle rural crime has been prepared and approved by the AGG. The AGG has also approved the governance and oversight arrangements for the Alliance rural and business crime strategies and it has further recommended the formation of a Rural and Business Crime Board. The Board will provide governance and oversee the delivery of the rural and business crime strategies and make recommendations regarding funding to support activities and initiatives aimed at delivering both strategies.

Business Crime

Similarly as for rural crime I have received a number of representations about business crime including retail crime. A joint West Mercia, Warwickshire Business Crime Strategy has been agreed by the AGG. The focus is on helping businesses protect themselves against crime. As above, activity in this area will be overseen and governed by the Rural and Business Crime Board.

Transforming Rehabilitation

The Transforming Rehabilitation Programme (TR) is a central government programme which will transform the way offenders are managed in the community and it is designed to achieve a long term sustainable reduction in the rates of reoffending whilst continuing to protect the public.

It will introduce a new system for the management and rehabilitation of offenders across England and Wales.

A new National Probation Service will be created with responsibility for protecting the public from the most dangerous offenders and 21 Community Rehabilitation Companies (CRC) will be created to focus on low and medium risk offenders.

The CRCs will be new providers and a new payment mechanism will be introduced focused on reducing reoffending rates.

Transforming Rehabilitation will extend statutory rehabilitation to those offenders who are serving shorter prison sentences and a nationwide “through the prison gate resettlement service” providing offenders with continuous support from custody into the community will be implemented.

Warwickshire Probation Trust was a very high performing probation service so any change of this nature could present a risk if the new arrangements as outlined fail to deliver as expected.

On the 6th March at the Spa Centre in Leamington Spa, the my office organised and hosted a bidder event at which a number of bidders for the Community Rehabilitation Companies Contract covering Warwickshire and West Mercia Police attended they received presentations from a number of key agencies in Warwickshire who highlighted the multi-agency landscape in Warwickshire and the approach to Integrated Offender Management that currently operates in the county.

The event was judged to be a great success by the Ministry of Justice.

Representatives of my office are members of the Contract Package Area Local Advisory Panel. This panel is playing 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 covering Warwickshire.

The Panel has already met and provided Warwickshire information and views to the Ministry of Justice on what a good bid should include from a Warwickshire perspective.

Going forward I will be watching very closely how the whole Transforming Rehabilitation agenda unfolds to ensure that the service provided in Warwickshire and the protection provided to the public is improved and not diminished.

Integrated Offender Management

Working with and focusing on offenders to break the cycle of re-offending is central to reducing crime.

As outlined in an earlier section of this report it is a key strand of Operation X, the proactive policing operation which is focusing on high harm causers.

In the previous section the Governments Transforming Rehabilitation initiative was described as critical to ensure that the good work and collaboration between partners in Warwickshire is protected and enhanced during this period of change.

My Chief Executive is a member of the multi-agency Offender Management County Steering Group which has the responsibility for overseeing delivery against the Integrated Offender Management Annual Plan. This plan has a number of actions aimed at further enhancing and strengthening offender management in the county.

In this way I retain a clear focus and influence this key area of business.

Criminal Justice and Restorative Justice (RJ)

The Warwickshire Justice Strategic Board is Warwickshire's equivalent of the local criminal Justice Board. My Chief Executive is a member of the board and represents me at this forum. The role of the board is to coordinate and ensure the effective and efficient delivery of Justice Services in Warwickshire and I have a central role to play in this aim.

The board has a delivery plan with the following priorities:

- Reduce crime and disorder
- Preventing and reducing reoffending
- Victim and witness care services
- Increase use of Restorative Justice
- Continuous improvement
- Engagement with the Police and Crime Commissioner
- Staff engagement
- Management of the Justice Centres

My Chief Executive, as part of the board assists in monitoring and evaluating performance against these priorities. The overall aim being to improve the Justice System in Warwickshire for the benefit of the public, particularly victims of crime.

Restorative Justice (RJ)

A sub group of the Warwickshire Justice Strategic Board is the Restorative Justice Subgroup. My Chief Executive is a member of this subgroup. The Ministry of Justice (MOJ) has allocated funds to me as follows:

- 2013/14: £37,000
- 2014/15: £60,000
- 2015/16: £123,000

These funds are to be used to support RJ in Warwickshire. Warwickshire Police together with West Mercia Police are currently devising a scheme to introduce a restorative justice programme across the Strategic Alliance with a view to increasing the use of RJ in both forces. Once the business case for this proposal has been finalised it will be considered by the Alliance Governance Group (referred to in a later section).

To date none of the MOJ funding has been allocated. I am a passionate supporter of Restorative Justice and I will be working with key partners to ensure that these funds are wisely spent on restorative justice initiatives across the county.

Drugs, Alcohol and Anti -Social Behaviour

One of my key priorities is to support those tackling drug and alcohol misuse in the community as such misuse significantly contributes to crime, disorder and anti-social behaviour. I wanted to achieve this objective by supporting a number of projects aimed at tackling substance misuse. The projects supported are managed by Warwickshire County Council. Funds provided to these projects support key pieces of work that are included in the Warwickshire Alcohol Implementation Plan and the Warwickshire Drugs Implementation plan. Grants provided by the OPCC also fund the management of commissioning services for those with substance misuse problems and such services can be accessed at four premises across the County. Funds were allocated to the following projects from the Community Safety Grant during 2013/14.

Drugs and Alcohol Action Team (DAAT) Support (£63,000)

The annual cost of drug addiction across the UK is estimated to be £15.4bn. An addict not in treatment costs society an average of £26,074 per annum. Every £1 spent in Warwickshire on drug treatment saves £3.23.

The team delivered a number of campaigns to raise awareness about the dangers of drug and alcohol misuse including legal highs/new psychoactive substances and performance management of the specialist drug and alcohol treatment service providers. The team also runs an alcohol diversion scheme, this is where rather than give a fixed penalty notice for an offence committed, the offender is offered this scheme (If suitability criteria are met). The scheme helps to reduce the re-offending of individuals who attend and allows them to think about the impact their actions have on the wider community.

COMPASS (£33,000)

This project supports “young peoples” substance misuse services, primarily aimed at those aged 13 to 17 years. The project provides awareness raising and support to young people with substance misuse problems. All of the project’s work is done on

an outreach basis. 161 young people received help for drug and alcohol problems in 2013/14. Over half of those successfully completed the treatment (54%). Drug and alcohol problems are on the increase and 2013/14 saw an increase of 39% in the members presenting for treatment compared to the previous year. Compass receive referrals through a number of agencies including education services (46%) and youth justice services (18%) who were responsible for the major part of the referrals received.

Drug Intervention Programme (£125,000)

This project provides the County Council with a contribution towards funds to commission specialist drug treatment programmes. For example, those identified as having substance misuse issues as a contributory factor in committing crime can expect to be required to complete a treatment programme as part of a community sentence, with a view to stopping them re-offending. Drug treatment is estimated to prevent 4.9m crimes nationally per year. In Warwickshire we work closely with the Recovery Partnership, Swanswell and ESH Works to provide specialist intervention work. Although costly, this is vital work in tackling the root causes of offending behaviour.

Substance Misuse Reduction Warwickshire Youth Justice Service (WYJS) (£74,000)

For every £1 spent on youth drug and alcohol interventions there is an estimated return of £5 to £8. At the beginning of 2013 there were 192 people in specialist treatment with many more having received advice or intervention. Warwickshire Youth Justice Service works closely with Compass with referrals passing to and fro depending on the needs of the individual and the level of support/intervention required.

Anti-social Behaviour

Another key priority for me is to reduce anti-social behaviour. The Anti-Social Behaviour, Crime and Policing Act 2014 came into force on 14th March 2014. Significantly the legislation introduces a new community trigger to make sure that Community Safety Partnerships review their responses to ASB in a timely manner. The trigger will be used where there has been a failure to respond to a number of reports. The Community Trigger was announced by the Home Secretary, Theresa May MP, earlier this year as part of a White Paper called "Putting the victim first: more effective responses to antisocial behaviour." The OPCC must also consult on the new Community Remedies Document (CRD) which must be in place by 1st October 2014. This document enables the victims of anti-social behaviour to choose from a 'menu of punishments' for their offender, which, following liaison with the Police, could include restorative justice, paying compensation, undertaking specific courses or just simply saying sorry. The OPCC has a lead role in consulting the public and all interested parties on what should be contained in Warwickshire's Community Remedy Document. Public consultation will be undertaken in the coming months and the new document will be approved and signed off by the Chief Constable and myself.

The new community remedy will be available from early October 2014.

Anti-Social Behaviour (ASB) in Warwickshire

In 2013/14 there were 19920 ASB incidents. This represents a decrease from last year with 243 (1.2%) fewer incidents reported. There is always more to do and I hope to see this figure fall further over the coming 12 months.

There are lots of projects currently running in Warwickshire that I fund which address the causes of ASB including lots of diversionary activities for young people.

Examples of some of these projects are listed below:

- Bike: North Warwickshire
- Dob Em In: Nuneaton and Bedworth
- Multi Use Games Area (MUGA's): Nuneaton and Bedworth
- Wembrook Community Youth Project: Nuneaton and Bedworth

- Positive About Young People (POD Watch):Nuneaton and Bedworth
- Sportivate: Rugby
- Positive About Young People (POD Watch):Rugby
- Positive About Young People (POD Watch): South Warwickshire
- Anti-social Behaviour Reduction: Warwick District Council
- Anti-social Behaviour Reduction: Stratford District Council
- Nuisance behaviour: Nuneaton and Bedworth
- Youth Contact Team: Nuneaton and Bedworth

Objective Two – Protect from Harm

Domestic Abuse

The county-wide strategy to tackle violence against women and girls was launched on 25th November 2013 and to support the strategy I delivered the opening address at the launch event.

It is estimated that one in four women nationally experience some form of violence from a partner at some time during their adult life. In Warwickshire domestic abuse accounts for 18% of all assaults with intent to cause serious harm and 30% of all assaults with injury.

Towards the end of 2013 Warwickshire Police was inspected by Her Majesty's Inspector of Constabulary (HMIC) in relation to its response to domestic abuse. The official report which was published in March 2014, found that Warwickshire Police provided a good service to victims of domestic abuse. The report stated that the public in Warwickshire can have confidence that the police are working well with partners to tackle domestic abuse and keep victims safe.

Warwickshire was one of only eight Forces nationally judged to be providing a good service to victims of domestic abuse and I wish to improve on the current situation thereby strengthening the service provided to victims in Warwickshire.

Each of the six recommendations contained in the HMIC report specific to Warwickshire, together with recommendations to Forces contained in the National Domestic Review Report are included in the Warwickshire / West Mercia domestic abuse delivery plan.

I will ensure that progress against this plan is tracked by my office to ensure that in the coming months all of the recommendations made are implemented.

Domestic Abuse is an important element of my refreshed Police and Crime Plan. I have incorporated in it a specific aim to increase the number of Independent Domestic Violence Advisors to further safeguard high risk victims. In addition, the Plan includes priorities to work with perpetrators of domestic abuse, improve the sanctuary scheme and provide greater outreach services aimed at protecting medium risk victims to prevent their escalation to becoming high risk victims of abuse.

Since the report was published I have met with key partners to discuss the findings. I have been reassured that, despite funding pressures, Warwickshire County Council who commission a number of key services from the third sector in the area of domestic abuse, remain committed to provide funding for these services as they do now.

In the future I will be seeking ways of utilising funds available for victim commissioning services to further enhance the support provided to domestic abuse victims, both women and men.

Domestic abuse support services:

During 2013/14 I have provided funding from the Community Safety Grant and the Innovation Fund to support the following:

- SAHIL aims to reduce Domestic abuse and Sexual Violence for South Asian women in Nuneaton and Bedworth. To date 428 women have been contacted by the project, 52 women have been supported through the project to better understand Domestic Violence and forced marriages, 40 women have completed questionnaires and 6 community champions have been recruited.
- Tools for change, Rape or Sexual Abuse Support – ROSA. To date 126 individuals have engaged with the project through a range of ways including, counselling, workshops and drop in sessions, a further 89 individuals contacted the service via e-mail, text or phone calls. 250 calls are received by

the hotline each month, 166 of these were from Nuneaton and Bedworth. 47 individuals attended 6 safety awareness sessions.

- Domestic abuse counselling service, 24 young people have been assessed and 23 have received therapeutic intervention. End of therapy results indicate that the clients have an increased awareness around personal risk and the impact of domestic abuse on children.
- Domestic abuse support worker North Warwickshire: Provision of an Early Intervention Outreach worker to help promote awareness of the support services available for victims of domestic abuse and to encourage disclosure.
- Allocated £11,000 to Warwickshire County Council for Domestic Abuse Interventions.

The Commissioners Grant Scheme for 2014/15 has also provided funding for the following domestic abuse initiatives:-

- Provided funding for a Domestic Abuse Manager
- Provided funding for a Domestic Abuse Administrator
- In North Warwickshire, provided funding for Domestic Abuse intervention and Counselling support
- In Nuneaton and Bedworth provided funding for the Domestic Abuse Counselling Service

From discussions locally there are two other areas not specifically referred to in the HMIC (Her Majesty's Inspectorate of Constabulary) domestic abuse report that I would like to focus on, namely:-

- The low conversion rate for those persons arrested for domestic abuse who then go on to be prosecuted by the CPS; and
- Implementing systems to seek victim feedback which could then be used to improve our services.

Over the coming months I will be exploring with the Police Force how we can improve the services provided in those two areas.

I also sit on a national working group that is chaired by the Home Secretary aimed at improving the police service's response to domestic abuse. I am one of three Police and Crime Commissioners that are members of this group.

Multi-agency Safeguarding Hub (MASH):

In the refresh of my Police and Crime Plan I have reaffirmed my aim to establish a MASH in Warwickshire. I have a statutory duty to Safeguard Vulnerable Children and Adults and I believe that a MASH will deliver significant benefits in this regard. Such a concept brings together in one location representatives of the various statutory agencies, including the Police, who have a responsibility in this area. The MASH will ensure that an improved coordinated approach to the protection of children and vulnerable adults is achieved.

I have identified a Policy and Research Officer in my team to progress this initiative and he and I will be working with our Strategic Partners in Warwickshire to engender support for implementing a MASH during my term of office.

Sexual Violence and Abuse

The Sexual Assault Referral Centre (SARC) is proving to be a great success, with victims of such abuse receiving the necessary healthcare, support and counselling in a caring environment. I will continue to support the centre in this work to protect and care for victims of these crimes.

In recent months Warwickshire Police has seen an increase in the number of sexual offences, particularly rape, being reported. I have requested a report from the Force with a view to understanding the reasons behind this rise. Initial findings suggest that the impact of the Operation Yew Tree, Saville inquiry has increased the reporting of historic rapes and abuse across the county

In addition, it is believed that the work of the SARC may be increasing the confidence of victims to report rape to the police and a number of rape allegations are also emanating from domestic abuse inquiries that are being conducted by the

police. Whatever the reasons behind the increase in reporting, I welcome it as a reflection of the increased confidence that victims have in reporting such crimes to the police.

Once I have fully understood why reporting has increased I will work with the police to increase the level of reporting still further.

During 2013/14 I provided significant funding to the organisation Rape or Sexual Abuse Support (ROSA) which operates across Warwickshire working with victims of rape. In the Commissioners Grant Scheme for 2014/15 I continue to support ROSA.

Commissioning Services for Victims of Crime

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".

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 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 the latter service that will be changed.

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 the best services are commissioned locally, the MOJ has proportionately reallocated the £25 million to the 41 Police and Crime Commissioners of England and Wales. It is now required that I will locally undertake a commissioning process and fund appropriate contracted

services for victims of crime. It is required that I have the new arrangements in place by 1st April 2015.

The principles are fine, but the reality is complex and the timescales are challenging. In general, the market place in respect of available victim-related services is not well established and immature. 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 my office to enter into commissioning processes with a view to finding viable alternatives to Victim Support that offer better value for money.

That said, the process is well underway in Warwickshire, with Policy and Research Officer 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 with in the West Midlands region and particularly between the Warwickshire and West Mercia Alliance Police and Crime Commissioners. 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.

Despite the complexities of commissioning and change it is strongly envisaged that future services will provide better support to victims of crime in Warwickshire.

Hate Crime

I requested a report from Warwickshire Police on the satisfaction levels for victims of Hate Crime in the County. This report was considered during the Public Scrutiny Meeting with the Chief Constable which took place on 8th April 2013.

It was clear that satisfaction levels for this category of crime were not as high as they should be. As a consequence a Force level Hate Crime Action Plan was devised and led by Chief Superintendent Martin McNevin, the aim being to improve the Force's response to hate incidents / racial incidents.

A number of measures were implemented and performance was monitored and as a consequence the satisfaction levels for hate crime victims rose throughout 2013/14. At the end of the performance year a satisfaction level of 84.2% was recorded.

The type of actions covered in the plan were:-

- The production and circulation of a briefing guide to officers on the Hate Crime Policy
- A review of West Mercia's approach to Hate Crime offences as their satisfaction levels were higher than those in Warwickshire, to identify any learning / good practice
- All hate crime incidents and crimes were reviewed by a Safer Neighbourhood Team Inspector
- A system of engaging with victims of hate crimes was introduced, including a follow up visit by a Police Community Support Officer within 72 hours to facilitate ongoing support to the victim
- Reviews by a senior detective of all hate crimes to ensure policy compliance and that all investigative avenues had been explored.
- Consultation with Independent Advisory Groups on this issue seeking their views and guidance in this area.

Recently a Strategic Alliance Hate Crime Strategy has been published for 2014/16.

I am a member of the Warwickshire Race Equality Partnership and take a keen interest in the work of the Partnership.

Warwickshire County Council have commissioned Birmingham University to carry out research to establish the current levels of hate crime across the five characteristics namely race, religion/faith, sexual orientation, disability, gender/identity. This information will then provide the basis for future partnership work in this area. The research will enable a Strategy and action plan to be developed which will then enable evidence based projects to be delivered.

The reduction of Hate Crime is an identified priority in my Police and Crime Plan and I have set aside funding to support it. Once the strategy and action plan have been developed I will work with partners to identify appropriate projects to support with funding in order to tackle Hate Crime in Warwickshire.

Objective Three – Deliver an Effective and Efficient Police Service

Stage Two Transfer Scheme

By 10th March 2014 I was required by the Home Secretary to submit a definitive transfer scheme to the Home Office for approval.

The Home Secretary approved the scheme and on 1st April 2014 the Stage Two Transfer was successfully completed.

On that date employment of all Warwickshire Police staff passed from me to the Chief Constable. I now only employ the members of my staff in the OPCC and my Community Safety Ambassadors as contracted staff.

A corporate Governance Scheme was produced and agreed which clarified the way the two organisations, namely the Police and Crime Commissioner and the Chief Constable, would 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 now published on the OPCC website.

A record of this decision was completed, signed and was published on the OPCC website also.

Strategic Alliance

In November 2012 when I became Police and Crime Commissioner I committed to the alliance as the best way of protecting people from harm at the time of shrinking budgets. The alliance has streamlined the way in which business support services are provided by doing things once across both forces in services such as Human Resources (HR), Information Communications Technology (ICT), Estate, Fleet,

Procurement, etc. thus allowing more of the available budget to be spent on direct policing services.

In July 2013 Her Majesty's Inspector of Constabulary described our approach to the funding challenge as "an ambitious and ground breaking alliance". "This is seen as one of the most extensive and ground breaking collaborations in the Country".

In readiness for the new policing model in October 2013 all police officers were posted to roles across the areas of both forces and operational police staff in the same teams were posted likewise.

This new policing model went live supported by a single ICT platform, common policies and procedures across both forces.

Whilst there is still work to complete, most notably in the areas of Criminal Justice and the Operational Command Centre (OCC), the programme of change will deliver the necessary phase one cost reductions by the end of March 2016. That means by then, £12.3 million will have been taken out of the force budget since 2011. Despite this significant change programme, performance as outlined in an earlier section remains good and has continued to be strong into the 2014/15 performance year. Recently a detailed report on the progress of the alliance between Warwickshire and West Mercia has been considered by the Police and Crime Panel.

Due to further Government cuts, a second phase of additional savings will be required. Warwickshire Police faces a further financial challenge and at the conclusion of the next alliance change programme the cost of delivering policing services must reduce by a further £9 million, by 31st March 2018.

To deliver the second phase of savings and 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'.

I am committed to the alliance and this new change programme but I am also firmly of the view that I will not support any merger of the forces in my term of office before there has been a proper discussion and debate with the people of Warwickshire.

The new policing model referred to earlier, brings a consistent approach in both forces where the services are generic such as Response, Armed Response, Major Investigations, Serious and Organised Crime, Finance, HR, ICT, Fleet, Estates, etc. These good quality services are applied consistently across both forces.

Locally based services are led by a local policing area (LPA) Superintendent. There are two LPA's in Warwickshire one in the north and one in the south of the county.

The main bases for deployment of police resources in Warwickshire are the Northern Justice Centre in Nuneaton, Bedworth, Rugby, the Southern Justice Centre in Leamington Spa, Grays Mallory and Stratford upon Avon.

In addition, there are a number of other public contact centres and Safer Neighbourhood bases across the County. Each LPA has a number of Safer Neighbourhood Policing Teams (SNT) comprising of Police Officers, Police Community Support Officers (PCSO) and Special Constables. Each LPA has its own Criminal Investigation Department (CID) where local ownership of crime investigation is maintained.

Independent Review of the Strategic Alliance

Warwickshire and West Mercia Police are rightly proud of the progress already made as outlined above.

I am committed to strengthening and deepening the Alliance in order to achieve the required savings. Having discussed this with the two Chief Constables and my counterpart in West Mercia, Police and Crime Commissioner Bill Longmore, we decided that a review was required before embarking on the STraDA programme so that lessons learned from earlier programmes could be carried forward to inform our approach in the future.

With this in mind the Police Foundation was 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. The Police Foundation are a body which carries out independent research and policy analysis on policing and related issues. The Foundation plays a key national role in developing and changing policy and practice on Policing, Community Safety and Criminal Justice.

Safer Neighbourhood Teams (SNT) and Police Community Support Officers (PCSO)

The new policing model was referred to in an earlier section.

With regards to SNTs the new policing model brought minimal change. There continued to be 33 SNTs across Warwickshire, ten of which were deemed to be covering areas of higher demand and as such they benefited from additional police officers, PCSOs, Special Constables and volunteers being posted to the team.

SNTs continue to deliver 100% of the priority tasks agreed with local community forums. I have continued to fund from reserves, an additional 24 PCSO's to maintain police visibility across all areas of Warwickshire and honour my commitment in the Police and Crime Plan to ensure that PCSO numbers do not fall below 100.

Local policing is an important way of maintaining public confidence and it is vital that frontline staff have the right powers to do their jobs. I asked the Chief Constable to review the powers and hours worked by PCSOs. As a consequence this has led to PCSOs being given additional powers and an extension of the hours they can be deployed.

They now have 11 extra powers to deal with issues such as:-

- Power to remove truants to designated premises
- Power to issue a fixed penalty for truancy

- Power to deal with begging
- Power to search for alcohol and tobacco
- Power to detain (verbal only)

In addition they have been granted an additional 8 powers given specifically under the remit of powers to issue fixed penalty notices and some of these include:-

- Sale of alcohol to a person under 18
- Drunk on the highway
- Drinking in a designated area
- Alcohol consumption by a person under 18

In total PCSOs now have an additional 19 powers enabling them to be more effective in their role.

It has also led to dedicated PCSOs being assigned to 10 senior schools across Warwickshire and these schools are in the areas of high demand for policing services.

Like the PCSOs I have made budgetary provision to recruit student officers in advance of vacancies in policing teams arising so that student officers can complete their training period and are ready for operational deployment as soon as vacancies occur. This policy of upfront recruiting is helping to maintain the number of police officers at a stable level across Warwickshire.

During 2013/14 thirty student officers and a number of transferees were recruited in Warwickshire.

During 2014/15 it is planned to recruit ninety student officers and 14 transferees in Warwickshire.

All of this will help to maintain officer numbers close to the establishment figure of 805.

Police Volunteers

In the Police and Crime Plan I gave a commitment to increase the number of Special Constables to over 400 by 2017.

Since 1st April 2013, 32 Special Constables have been recruited in Warwickshire and the current total number of Special Constables in the county stands at 270.

I have set aside money to support the continued recruitment of Special Constables during 2014/15.

The recruitment and retention of Special Constables is an ongoing challenge and I will be working with the police over the next twelve months to ensure that the Special Constabulary is effectively led, trained and deployed, providing these volunteers with a rewarding and enjoyable role. This is in line with my national portfolio for Specials which is covered in a later section of this report.

Currently there are 85 Police Support Volunteers in Warwickshire carrying out a number of varied roles such as:-

- Administrative support
- Coroners office
- Automatic number plate recognition
- SNTs
- Chaplains
- Community speed watch
- Domestic abuse
- Information compliance
- Horse watch
- Witness care

10 of the 85 volunteers have been recruited since 1st April 2013. These volunteers provide much needed support in many areas of the Force and I will continue to provide the necessary funding to increase the number of volunteers during 2014/15.

Warwickshire Police Cadets

The Warwickshire Police Cadet Scheme is a volunteer youth engagement initiative for 16 to 18 year olds who live in Warwickshire. The Scheme, which began in Telford, West Mercia will:-

- Support the Warwickshire Police Children and Young Persons Strategy and the aims for youth engagement set out in the Police and Crime Plan
- Promote an understanding of policing amongst young people
- Encourage good citizenship and the spirit of adventure
- Support policing priorities through volunteering
- Inspire young people to participate positively in their communities

In 2014 two groups of 14 cadets (28 in total) will be posted to North and South Warwickshire local policing areas. The scheme will last for 3 years with an additional 28 cadets being recruited next year. Once established, there will be a total of 56 cadets in Warwickshire.

Each cadet will wear a uniform and be expected to complete a range of activities, including community volunteer work and an academic qualification. The cadets will have no police powers and their role will be strictly non confrontational.

I have made budgetary provision to support this worthwhile scheme for the next three years at a total cost of £44,000

My National Responsibilities

One of the less well understood aspects of the work of Police and Crime Commissioners is the contribution that we need to make at the national level. There are currently over thirty boards that require input covering such diverse areas as transforming rehabilitation, victim's commissioning, the College of Policing, criminal justice and so on.

For my part I am a Board member for the body that enables Commissioners to come together nationally – the Association of Police and Crime Commissioners and I am the group representative for the twelve independent commissioners across the country.

I am also one of two commissioners promoting the development of the Special Constabulary and I am on the Board of the body charged with driving through efficiencies in the provision of air support to police forces – the National Police Air Service.

I also sit on a working group that is chaired by the Home Secretary aimed at improving the police services response to domestic abuse.

My Deputy has been a member of the Police Negotiating Board nationally and has represented as on a strategic group for Local Government/Commissioner discussions.

Objective Four – Empower Local Communities

Support to the Neighbourhood Watch Association (NHW)

During 2013/14 and 2014/5 I have provided core funding to NHW amounting to £25,000 and £17,000 respectively. During last year my Deputy and I have attended a number of NHW Meetings across the County including the annual general meetings. Every six months the Chair and Deputy Chair of Warwickshire NHW meet with my Chief Executive to discuss issues of concern and the further development of NHW across Warwickshire.

I am a great supporter of NHW and I will continue to work with the various schemes across the county to increase the coverage of the scheme.

There are currently 8813 Warwickshire residents signed up to receive Neighbourhood watch messages from the Police. See table below for a breakdown by district.

District	Number of residents signed up to receive Neighbourhood Watch messages from the Police.
North Warwickshire	1399
Nuneaton and Bedworth	869
Rugby	1274
Warwick	2738
Stratford	2533
Warwickshire	8813

A further 4904 residents are signed up to receive community alerts from the Police. Last year's award to Warwickshire Neighbourhood Watch has enabled the volunteers to provide the core administrative functions and to deliver projects in their district.

Each district used their grant as detailed below:

- Warwick purchased signage for neighbourhood watch and speed aware, provided high visibility jackets for Speed aware, worked with local schools to deliver slap bands and deliver community safety messages to young people and provided crime prevention purse bells to local residents.
- Nuneaton and Bedworth used their funding to print and distribute their informative newsletter, purchase street signage and administrative costs associated with running the scheme.
- North Warwickshire purchased street signage, neighbourhood watch stickers, neighbourhood watch information packs and a range of crime prevention devices to enable residents to purchase approved equipment at subsidised prices. The equipment included letter box guards, shed marker signs and security lights.
- Rugby purchased new IT equipment to help with recruitment drives, street signage and administrative costs associated with running the scheme.

Support to Community Safety Partnerships (CSP's)

My deputy and I attend wherever possible all of the Community Safety Partnership Meetings across the County and are active participants at these meetings. During 2013/14 and for the coming year I am funding a number of initiatives in each CSP which will help them address specific crime and disorder priorities that have been identified in their individual strategic assessments. The details of grants allocated are covered in the section entitled Community Safety Grants and Innovation Fund 2013/14.

Each one of my policy and research officers has a designated CSP to actively engage with and they support the local community safety manager. The OPCC organises and administers a quarterly meeting of the County CSP managers, community policing Chief Inspectors and members of the OPCC. The purpose of the meeting being to update each other on key community safety activities in their respective areas and to share best practice.

The meetings are minuted and the content / discussions are submitted for consideration by the Safer Warwickshire Partnership Board.

Community Safety Ambassadors

I currently have 24 actively engaged Community Safety Ambassadors (CSA's) covering 26 localities. We are in the process of advertising for 3 CSA's for Warwick Rural West, North Warwickshire South and West and we have recently recruited a CSA for Camphill and Galley Common pending vetting.

I have recruited the CSA's to be my eyes and ears in the community. They attend local community groups/ events and community forums. Quarterly, following each community forum, every CSA is responsible for providing me with a written report with regards to community safety issues/ concerns and good news stories from their area.

I use these reports to develop my knowledge of concerns Warwickshire residents have and direct my work to ensure issues which I have the ability to tackle are addressed with the appropriate partner agencies.

One of the main issues that has been raised recently which I am working to understand more fully, is the public's concerns and experiences around the use of the non-emergency reporting number 101.

Costs are associated with the recruitment and expenses of my CSA's. In 2013-14 this equated to approximately £16,000. The CSA's have only been in place since September 2013 and I will ensure that over the coming months that this initiative continues to provide value for money.

Over the last six months a range of work has been delivered with regards to the CSAs including:

- Developing working relationships with the new Policy and Research Officer (PRO).
- 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.

- 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.
- A training meeting was delivered in April 2014, where attendees received an anti-terrorism briefing.
- Additional awareness events are being organised including equality and diversity training, ride-arounds with the Police and a visit to the Police Communications Centre.

Following the receipt of the next 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.

Independent Custody Visitor (ICV) Scheme

The OPCC administers the ICV scheme in Warwickshire. We have a well-established scheme consisting of 23 volunteers, 14 of who cover the Southern Custody Suite and 9 covering the Northern Custody Suite. The Suites are based in the Southern Justice Centre, Leamington Spa and the Northern Justice Centre, Nuneaton. There is a North and a South ICV Panel with a Chairperson for each. The ICV scheme consists of 11 male and 12 female volunteers with the ages ranging from 30 to 70.

Both the suites are modern, well equipped, well managed facilities. An ICV's role is to ensure that anyone held in detention is treated in accordance with their rights under the P.A.C.E (Police and Criminal Evidence Act) and the European Convention on Human Rights (ECHR). ICV's visit in pairs, arrive unannounced and conduct an inspection which includes talking to detainees (if their consent is given), looking at

custody records and appraising the facilities and fabric of the building. All ICV's have recently renewed their Police vetting (due to the sensitive nature of information they have access to during visits).

A copy of the inspection report produced by the ICV's is left with the Custody Sergeant in order that any observations can be noted and acted upon .

Training, both initial and ongoing, I see as vital to the success of our ICV scheme. A number of training events have been provided throughout the year both locally and in the region. I encourage their attendance at these events. Whilst ICV's are volunteers and give their time freely, my office covers expenses incurred in carrying out the ICV role and administering the scheme, which cost £4000 during 2013/14. Whilst the scheme is not widely known by the general public, I feel it provides reassurance and contributes to ensuring that all those who enter the justice system via police custody are treated in accordance with their rights and kept safe during their time in custody.

Both ICV panels meet on a quarterly basis. Visitation rotas are drawn up so that a minimum of 3 visits per month are carried out at each suite. Copies of inspection reports are collated by my office. The reports are analysed and any issues requiring action are identified and referred to the police. An escalation process is in place should a problem persist with such matters being referred to the Inspector in charge of the relevant suite.

Reports from my office to the ICV Panel Chairpersons are provided on a monthly basis in order that each Panel Chair has an overview of custody in their area.

The reoccurring issue this year has been the provision of medical care; provided by a third party contractor. There have been some teething problems whilst the new arrangements settle down. However, the contract is subject to ongoing review and steps have been taken, when necessary, where terms and conditions have not been met. I am confident that the ICV scheme is fit for purpose with a dedicated group of volunteers who will continue their vital work.

I attended the Independent Custody Visitor Annual General Meeting in December 2013 where I heard first hand their experiences whilst performing the role.

I am grateful to them all for their contribution to keeping people safe in custody in Warwickshire.

Community Engagement Delivery Plan:

The Community Engagement Delivery Plan is in the early stages of development and an update regarding activity is outlined in this section. Attached as **Appendix Two** is a schedule / contracts I have made during 2013/4 which is by no means exhaustive and doesn't include all of the meetings/contracts made by my deputy and other OPCC staff. However the schedule does indicate the breadth of groups/organisations I have contacted or liaised with during the last year.

The OPCC has mapped out all of the crime and disorder groups and meetings across the partnerships in Warwickshire and key meetings within Warwickshire Police to ensure that we are fully engaged and influencing the correct meetings. A programme of engagement with each territorial policing area in the force is in progress. These meetings which are held quarterly, enable me and my Deputy to proactively engage with operational teams and police staff, keeping them informed of current developments and listening to their concerns.

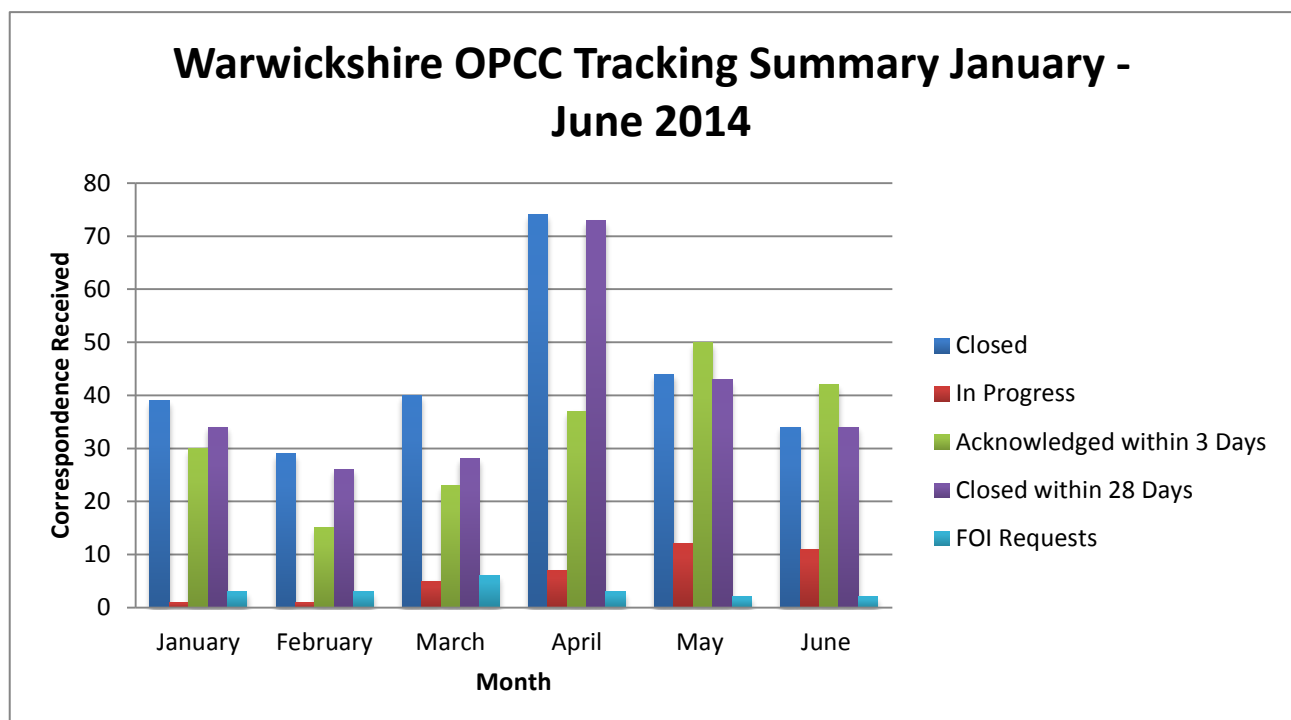
Work to increase the visibility and understanding of the role of Community Safety Ambassadors has greatly improved the contract between the OPCC and the SNT's across Warwickshire. Forging closer links between the OPCC and the SNT will continue over the coming months. A full update on the Community Safety Ambassadors Scheme is included in earlier section of this report.

Contact with the Office of the Police and Crime Commissioner

My office has to deal with and respond to a significant amount of contact from the public, partners, National and Local Government departments. In order to plan and prioritise responses to a wide range of correspondence we operate a tracking system.

Documents are stored digitally and assigned to specific members of our staff for action. Our commitment is to send an acknowledgment to all written correspondence (letters and emails) within 3 working days and to send a formal response within 28 working days. Many of the responses require further enquiries with Warwickshire Police to be conducted before an appropriate response can be sent.

Being a public body the OPCC also has to deal with requests for information under the Freedom of Information Act. These have to be responded to within 20 working days to comply with the act. Over the past 12 months the office has dealt with in excess of 600 written contacts (this does not include direct emails to individuals or telephone calls) and in excess of 40 Requests under the Freedom of Information Act. The graph below demonstrates the volume of written correspondence received since January 2014, together with the time taken to respond:



Objective Five – Response to the Strategic Policing Requirement

The strategic policing requirement (SPR) was published during 2012 by the Home Secretary. It sets out national threats that the police must address and the capability that police forces across the Country must maintain to allow them to do so.

The threat includes terrorism, civil emergency, organised crime, public order and large scale cyber-attack, which cannot be managed by a single force alone. The SPR helps me and the Chief Constable fulfil our national responsibilities by:

- Helping to plan effectively for policing challenges that go beyond the boundaries of Warwickshire and the force area covered by the Strategic Alliance.
- Provides guidance to the Chief Constable and enables me to hold him to account for delivery of these functions.

A recent inspection by HMIC which focussed on three of the threats contained in the SPR namely organised crime, terrorism and civil contingencies made 15 recommendations to ensure that forces were better prepared to comply with the SPR.

This report is currently being considered by the force and I will work with the Chief Constable to implement the findings. Regionally, I meet quarterly with the Commissioner and Chief Constables from West Midlands, Staffordshire and West Mercia Police. A draft regional collaboration governance arrangement has been prepared. This agreement will cover the regional teams and agreements that are in place to address the five threats specified in the SPR.

This arrangement will enable me to scrutinise the effectiveness of these teams and agreements and hold them to account via the Chief Constable. The aim is to ensure that the work being conducted regionally is providing greater protection for the public in Warwickshire. The draft agreement will be considered at the next regional meeting in July

Governance and Accountability

Holding the Chief Constable to account:

I meet with the Chief Constable on a regular basis (weekly if diaries permit) to discuss force performance and to raise issues of concern which have come to my attention from the public or through national events and reports. Regular discussion points are force performance, on-going misconduct issues, matters impacting on the reputation of the Force and the progress of the Strategic Alliance. These meetings are in private and notes are taken of the meeting but they are not formally minuted. A frank and open dialogue takes place.

Public Scrutiny Meetings:

Public Scrutiny Meetings are also part of the process by which I hold the Chief Constable to account and they are open to any member of the public to attend. The meetings take place 6 times a year in School premises. The venue is varied to ensure that the meetings take place in every part of Warwickshire. They commence at 6:30pm with an informal meet and greet session as people arrive, giving the public an opportunity to speak with me and the Chief Constable. The meeting starts at 7:00pm and for 45 minutes the public have an opportunity to ask questions of both myself and the Chief Constable.

At 7:45pm the formal meeting of me holding the Chief Constable to account commences and the public in attendance observe this process but do not participate. Standard items on the agenda include force performance, progress of the Strategic Alliance and Finance. I have requested additional reports from the force throughout the year and they have been presented and discussed at the meeting. Examples being:

- Cyber Crime (April 2013 Meeting)
- Business Crime (June 2013 Meeting)
- Cyber Crime (September 2013)
- Serious and Organised Crime (October 2013)

- Operation Christmas Presence (December 2013)
- Cross Border Crime (February 2014)
- Business Crime (April 2014)

Public meetings held during 2014 have been webcast with up to 270 people observing the meeting online and asking questions of me and the panel. The meeting arrangements, meeting papers and minutes of the meeting are published on the OPCC website. As far as I am aware I am the only Commissioner that holds the meetings in public following this format.

Police and Crime Panel:

The panel is made up of ten locally elected Councillors and two independent Members. It is required to meet in public, publish agendas and minutes and fulfil certain key statutory responsibilities. The panel hold me to account by acting as a 'critical friend'. Its role is to scrutinise, challenge and support my work and the decisions I make.

The panel's powers include:

- Making recommendations about my proposed policing budget and precept.
- Reviewing my annual report which outlines my activities during the previous 12 months and performance against targets set in the Police and Crime Plan .
- Holding confirmatory hearings for the appointment of senior staff working for me.
- Holding confirmatory hearings in relation to the proposed appointment of a Chief Constable.
- Monitoring and resolving complaints against me,
- Requiring me and my senior staff to attend panel meetings to answer questions and provide information.

Throughout the past 12 months I have submitted 4 reports to the panel detailing work of the OPCC and performance against objectives in my Police and Crime Plan.

During this time specific reports were provided by the OPCC following requests by the panel, they are listed below:

- My budget, proposed precept and the medium term financial plan which was scrutinised by the panel's budget working group.
- Special constabulary
- Progress with implementation of the Strategic Alliance Blue Print.
- Commissioners Grant Scheme
- Refreshed Police and Crime plan for 2014/15.

Alliance Governance Group (AGG)

The purpose of the AGG, as outlined in its terms of reference, is to provide strategic leadership for the Alliance, setting future direction and to exercise governance across the Alliance.

Membership of the group consists of the Police and Crime Commissioners (PCC) and their Deputies, the Chief Constables and their deputies, the Chief Executive of the OPCC's and the treasurer. The meeting is held once a month and it is minuted. All policy developments or changes whether initiated by the PCCs or Chief Constables are referred at a formative stage to the group for information and comment. All new and amended policies whether initiated by PCCs or Chief Constables will, after appropriate consultation, be discussed by and where appropriate agreed by the group.

The group also oversees the work of the project team established to take forward the development of the Alliance, following agreement on Strategic direction of the Alliance.

The group also considers items that have been discussed at regional meetings of PCCs and Chief Constables including the governance of the Regional Organised Crime Unit. In this way I have a strategic overview and influence over direction the Alliance is moving in and a clear understanding of the main issues impacting on Warwickshire Police and the public of Warwickshire.

Joint Audit Committee:

The Joint Audit Committee held its inaugural meeting on 24th June 2013. Its terms of reference are based upon the Chartered Institute of Public Finance Accountants (CIPFA) code of practice recommendations. The committee is made up of six independent members who have been specifically recruited for the role. Members received an annual allowance of £1500 plus expenses incurred in connection with their role. Serving the alliance of the two police forces, the committee has responsibilities for four separate entities i.e. the two Chief Constables and the two Police and Crime Commissioners.

The committee provides independent opinion and advice on governance, assurance and risk management, treasury management as well as reviewing four sets of annual accounts.

The committee meets formally 4 times a year and it has an appointed Chair and Vice Chair.

During 2014/14 the committee has carried out the following activities:

- Reviewed External Auditors reports on their plans and progress.
- Prepared a response to the draft Annual Governance Statements of the two Chief Constables and the two Commissioners.
- Approved the Internal Audit Plan for the year and received quarterly reports on progress.
- Considered risk management at every Committee Meeting.
- Commented on the Treasury Management Strategy before its submission to the two PCCs for approval.
- Reviewed certain HMIC reports.

Based on their experience to date the Committee will further consider how best to fulfil its role. Should it be confined to governance, assurance and providing independent advice to me and others or should it undertake a wider Scrutiny role? This will become clearer in the coming months but for my part I would welcome the

increased scrutiny suggested. Further information concerning the work of the Audit Committee can be found on both OPCC and Warwickshire Police website.

Ethics Committee

Police integrity and police confidence are a critical issue for the police service and in turn for me as Commissioner. Independent scrutiny of the police in key areas such as discipline, conduct and integrity are key to ensure that the police continue to receive the support of the public.

The College of Policing Code of Ethics sets out the principles and standards of behaviour that will promote, reinforce and support the highest standards of everyone who works in Policing in England and Wales. It has been suggested that in order to have the right balance of independence, Authority and Oversight, that Commissioners should establish an Independent Ethics Committee. My fellow Commissioner for West Mercia Bill Longmore and I have decided to establish a combined Committee for Warwickshire and West Mercia which will consist of Bill and I plus 5 independent members. The Committee will advise the Commissioners and Chief Constables according to the principles set out in the code in relation to questions of integrity, values and ethical behaviour.

The committee will have a Statement of Purpose; formal terms of reference have recently been approved by the Alliance Governance Group. Steps are now in hand to recruit the 5 independent members for the committee. Progress in this area will be reported upon during the coming months.

It is hoped that the work of the Committee will greatly assist in embedding the Code of Ethics in both Warwickshire and West Mercia Police.

Publication Scheme and OPCC website:

I am responsible for ensuring that the OPCC publishes the following information on it's website:

- That required by the Freedom of Information Publication Scheme (required definitions document).
- Publication of the Police and Crime plan and the Police and Crime Commissioners Annual Report as set out in the Police Reform and Social Responsibility act 2012.
- That required by the Elected Local Policing Bodes (Specified Information) order 2011 (as amended) .
- Legal Services have recently updated that OPCC publication scheme and that document together with a refreshed Access to Information Policy can be found on the OPCC website.

OPCC Website:

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 agreed to commission a new bespoke website. A recent inspection of the website was conducted by the Home Office. Officials were checking compliance with the requirements of the publication scheme as outlined above. They reported being unable to trace 15 separate categories of information that are required to be published. Most of the information was actually on the site, but Home Office officials, who are used to navigating such sites, were unable to find the information they sought.

In my view a more user friendly site which is tailored to the needs of the public was needed, hence my decision to Commission a new website. My decision with supporting documentation is on the OPCC website.

The new site will cover all sections of the Police and Crime Plan and will keep Warwickshire residents up to date with my work and that of the OPCC. Following a legal procurement process the contract for the design of the site was awarded to Formation Digital Design Agency, a local company based in Warwick.

The site should be live in late summer.

Legal Services

In relation to legal support, Warwickshire Legal Services (WLS) has, over the past 12 months, provided support to me covering a wide range of issues. They have advised on many of the initiatives contained within my Police and Crime Plan including:

- (i) Commissioners Grant Scheme 2013/14;
- (ii) The governance arrangements in respect of the Strategic Alliance which have changed since the 1st April 2014, when the second stage transfer took place and all civilian staff transferred to the employ of the Chief Constable; which was referred to in an earlier section of this report
- (iii) The Community Safety Ambassadors (CSA) scheme; and
- (iv) The commissioning and procurement of victim support services, which is going to be a major focus for us going forward.
- (v) Legal support to the OPCC's Chief Executive which has been key in assisting him to discharge his Monitoring Officer responsibilities

I have received support in ensuring that I comply with the legal duties that a PCC, as a public body, is statutorily obliged to meet. Amongst these is the area of transparency and I am keen to continue to be as open and transparent as possible to enable the general public to scrutinise my decisions. Legal services have advised me on the publication scheme requirements and ensured that I discharge my responsibilities in this area. The new website that I have commissioned is an important tool in providing information to the public and the legal team have supported the procurement and contracting aspects of the project and are providing on-going legal compliance advice. The general public also have rights of access to

information held by the PCC and the legal team has assisted in preparing policies and processes in this area, including in relation to the PCC's data protection obligations. A member of the legal team delivered a staff briefing, at the OPCC Office away day on 4th April 2014, in the area of information compliance and data security with further training and guidance to staff also planned.

We have received a number of legal challenges over the last 12 months and I have required legal support (including counsel advice) in defending 2 claims for judicial review, 2 complaints referred to me from the Independent Police Complaints Commission (IPCC), 1 Freedom of Information (FOI) internal review, [1] complaint against the Chief Constable and [1] complaint against myself. (This was handled initially by my Chief Executive prior to referral to the Police and Crime panel). There have also been several employment tribunal claims and other employment related claims. Finally, we have had a number of vexatious complaints to deal with which are very resource intensive. Some matters are still in progress, however, over this period, I have had no adverse decisions made against me.

During this period the legal team has also supported me on a number of high profile matters, notably the 'Plebgate' matter and the Costa Coffee incident. They have also provided employment advice in relation to the recruitment of the Chief Executive, the new Policy & Research Officers and the Community Safety Ambassadors . All property matters including the lease of my office in Warwick have been handled by WLS.

Conclusion and future priorities

It has been a very busy twelve months as is evident from my report and a lot has been achieved.

I enjoy my role enormously, and this is due, in part, to the sheer breadth of responsibilities which comes with the 'and crime' part of the job.

Throughout the year I have been seeking to place the Office of the Police and Crime Commissioner at the centre of crime, community safety and criminal justice issues in the County because a key element of my role is to co-ordinate activity to provide a joined up and improved service for the benefit of the public. I have met many people, groups and organisations and listened to their concerns about policing and Community Safety. All of these views have been considered and taken into account during the recent refresh of the Police and Crime Plan.

My team and I have, and will continue, to work to deliver real outcomes which will make a difference. The performance of Warwickshire Police over the last year has been strong and the force is continuing to protect the public despite having to save money and having undergone an unprecedented change programme with West Mercia Police.

A lot of credit for this success should go to the Chief Constable, the leadership of the force and everyone who works for Warwickshire Police. Since coming into office I have been tremendously impressed with the partners and the close working relationships that exist between both the statutory and voluntary sectors. This has enabled effective partnership working to take place which ultimately benefits the public.

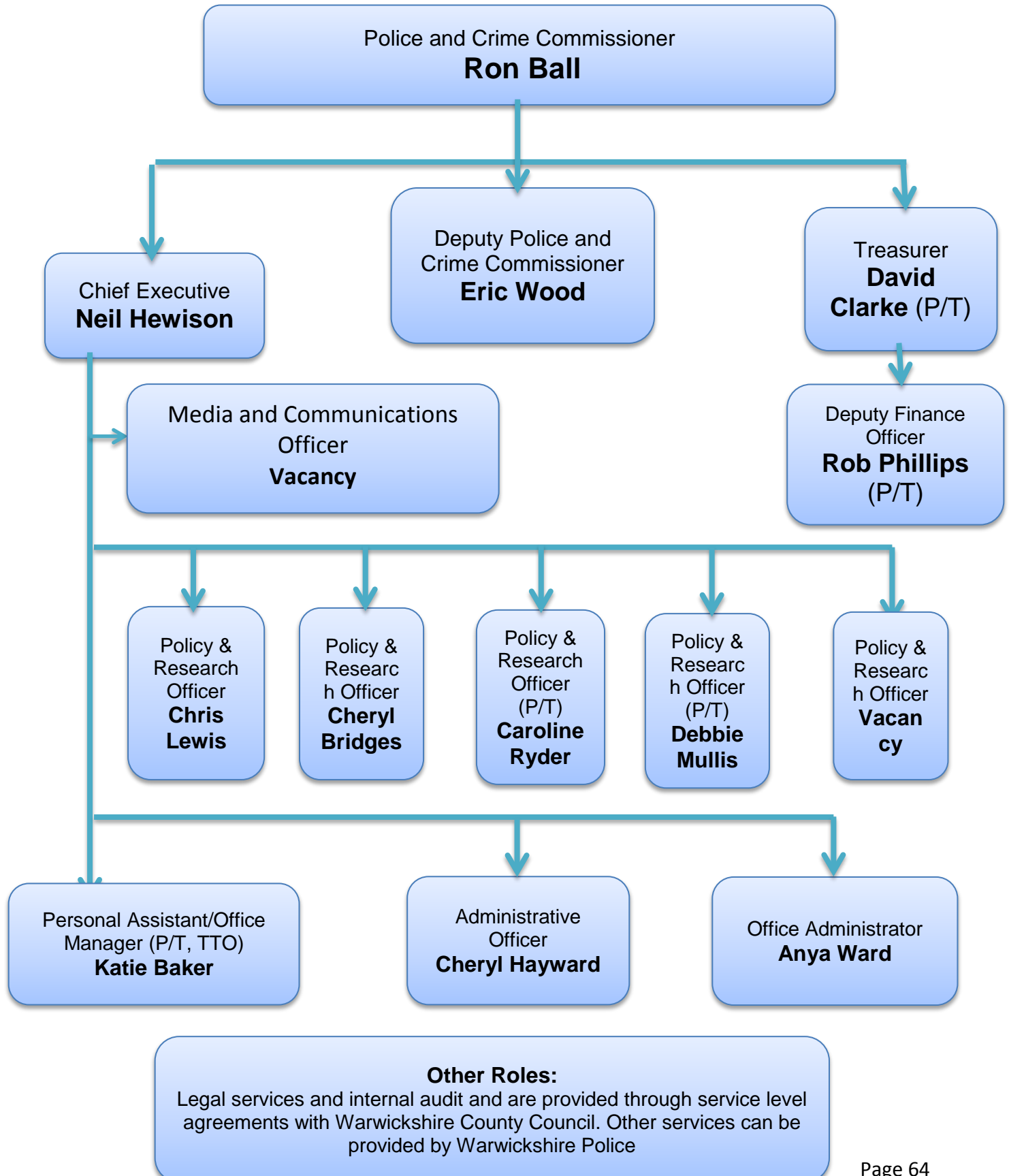
I would also like to thank my team who support me in the background allowing me to fulfil my role.

Looking forward over the next 12 months I will be focussing on the following key areas which are highlighted in my refreshed Police and Crime Plan:

- Strengthen and deepen the Strategic Alliance with West Mercia to retain a high quality policing service whilst delivering the significant savings that are required by 2018.
- Work with partners in West Mercia to educate the public about Cyber Crime threats and how they can best protect themselves, particularly the young, elderly and vulnerable.
- Work with partners, rural and business crime communities to reduce the level of crime in the countryside and to enable businesses to better protect themselves against crime.
- Work with others to establish a multi-agency safeguarding hub in Warwickshire enabling Warwickshire agencies to provide better protection for vulnerable children and adults.
- Commission more effective support and services for all victims of crime.
- Focus on improving the support given to victims of domestic abuse and to work with Warwickshire Police to further improve the service and protection provided to victims.
- In order to promote public trust and confidence in the integrity of Warwickshire Police which is essential. I will establish a Joint Ethics Committee with West Mercia with a panel of suitably qualified members of the public to help me monitor the handling of complaints against the police and to oversee the standards of conduct of everyone who works for Warwickshire Police. The committee will also assist the force in embedding the recently published Code of Ethics into the culture and processes of Warwickshire Police.

In conclusion, my commitment to the public of Warwickshire is that I will continue to improve the policing service provided by Warwickshire Police and I will work with the force, statutory partnerships and the voluntary sector to keep the public of Warwickshire protected from harm and safe.

Appendix One: The Office of the Police and Crime Commissioner: Office Organisation Chart



Appendix Two: Police and Crime Commissioner Schedule of Meetings April 2013 – June 2014

Meetings with Chief Constable

The PCC holds the Chief Constable to account for the continuous improvement of performance and efficiency via weekly core meetings which take place at 10am every Tuesday morning.

Public Scrutiny Meetings

Public Scrutiny Meetings are also part of the process by which the Police and Crime Commissioner holds the Chief Constable to account and they are open to any member of the public to attend.

They take place approximately 6 times a year with an informal open session beginning at **6:30pm** which gives the public a chance to speak to the Police and Crime Commissioner and Chief Constable informally.

The meetings start at **7:00pm** and for 45 minutes the public have an opportunity to ask questions of both the Police and Crime Commissioner and the Chief Constable.

At **7:45pm** the formal meeting begins and the public are welcome to observe.

Force Performance, Strategic Alliance and Finance/Budget issues are on the agenda as a matter of routine with additional reports being issued on Force operations covering :-

- Cybercrime (April 2013 meeting)
- Business Crime (June 2013)
- Cybercrime (2 September 2013)
- Serious and Organised Crime (October 2013)
- Operation Christmas Presence (December 2013)

- Cross Border Crime (February 2014)
- Business Crime (April 2014)
- Domestic Abuse (June 2014)

Force Meetings

Over the past year the Police and Crime Commissioner attended a range of Force meetings which oversaw the performance and continuous development of the police, ensuring that it met expectations and sustained protection in Warwickshire and across the Alliance. Those meetings included:-

- Strategic Alliance Meetings
- Media / Communications
- Finance and budget Meetings
- Audit Committee
- Dip Sampling of Complaints / Professional Standards
- Cybercrime
- Integrity in Policing
- Chief Officer Strategy Days
- Safeguarding of Children
- Work of MASH – Leamington Justice Centre
- Police Federation / Unison
- Drug Strategy
- Victims and Witnesses
- Police Chaplains
- Visits to Rugby / Stratford Police Station
- College of Policing Events (National Policing Requirement)
- Attestation Ceremonies throughout the year for new police officers
- Performance Management
- Joint Property Board
- HMIC Inspections
- Witness Care

- Force Independent Advisory Group Meetings

As part of his commitment to engage and develop good working relationships with local MPs, the County Council, District / Borough Councils and other partnerships, especially with regarding to community safety, he attended the following:-

Neighbourhood Watch Meetings

- | | | |
|-------------------------------|---|--|
| 2 nd April 2013 | - | Bedworth and Bulkington |
| 18 th April 2013 | - | Nuneaton and Bedworth AGM |
| 9 th May 2013 | - | Wellesbourne |
| 5 th Sept 2013 | - | Long Compton Neighbourhood Watch Meeting |
| 5 th December 2013 | - | Neighbourhood Watch Board Meeting |
| 9 th January 2014 | - | Polesworth Neighbourhood Watch Meeting |

Community Forum Meetings / Local Council / Parish Meetings / Key Stakeholders

- | | | |
|-------------------------------|---|---|
| 8 th April 2013 | - | Nuneaton and Bedworth Local Strategic Partnership |
| 15 th April 2013 | - | Bidford on Avon Annual Parish Council (Speaker) |
| 17 th April 2013 | - | Nuneaton and Bedworth Council Meeting |
| 8 th May 2013 | - | Tamworth in Arden Parish Council Assembly (Speaker) |
| 16 th May 2013 | - | Nuneaton and Bedworth Community Safety Partnership |
| Mtg | | |
| 4 th June 2013 | - | Rugby Community Safety Partnership Mtg |
| 5 th June 2013 | - | Arbury and Stockingford Community Forum |
| 6 th June 2013 | - | North Warwickshire Community Forum (Speaker) |
| 11 th June 2013 | - | Shipston Community Forum |
| 17 th June 2013 | - | Weddington and St. Nicholas Community Forum |
| 25 th June 2013 | - | Bede and Poplar Community Forum |
| 1 st July 2013 | - | Kenilworth Community Forum |
| 3 rd Sept 2013 | - | Coleshill Town Hall Meeting |
| 11 th Sept 2013 | - | Dunchurch Community Forum |
| 4 th November 2013 | - | South Warwickshire Community Safety Partnership Mtg |

- 11th November 2013 - Rugby Community Forum
- 5th December 2013 - Warwickshire Fire Service
- 18th December 2013 - Warwickshire County Council Safer and Stronger Board Mtg
- 24th January 2014 - Meeting with Stratford District Council
- 27th January 2014 - Meeting with Nuneaton Borough Council
- 29th January 2014 - Meeting with Rugby Borough Council
- 30th January 2014 - Meeting with Warwick District Council
- 5th February 2014 - Meeting with Warwick District Council

In order for the Police and Crime Commissioner to cover the County he has 33 Community Safety Ambassador's reporting to his office – they attend Community Forums across Warwickshire on his behalf and report back. He meets with his Community Safety Ambassadors at least twice a year.

The Police and Crime Commissioner is also responsible for the Custody Visitors' Scheme in Warwickshire and holds meetings with the Panel Chairs and Custody Visitors. He attended the Custody Visitor Annual General Meeting in December 2013 and attended the Southern Panel Meeting on 13th November and the Northern Panel Meeting on 3rd February 2014. Training Sessions for Independent Custody Visitors took place on 15th February.

MP Meetings / HMIC Meetings / Home Office

- 4th April 2013 - Tom Winsor – Home Office
- 8th May 2013 - Local Government Association Independent Group
- 4th July 2013 - Meeting with Warwickshire MPs
- 21st August 2013 - Meeting with Mark Pawsey MP
- 11th Sept 2013 - Meeting with Rt. Hon Damien Green
- 16th Sept 2013 - HMIC Performance Improvement Event
- 9th October 2013 - Home Secretary Meeting / APCC

Engagement with Young People

3 rd April 2013	-	Student Road Safety Awards
17 th April 2013	-	Hill Street Youth Centre
26 th July 2013	-	Positive about Young People
9 th August 2013	-	Rugby Young People Group
10 th October 2013	-	Meeting with Kings High School for Girls Group
30 th October 2013	-	Dunchurch Youth Club

Engagement with Minority Communities

16 th May 2013	-	Walkabout with Guide Dog Organisation – Dangerous Dogs
17 th June 2013	-	Rugby Mosque

Engagement with Third Sector / Voluntary Organisations

14 th May 2013	-	Independent Advisory Group Meeting
8 th June 2013	-	Special Constabulary Skills Assessment Day
2 nd July 2013	-	WCAVA
2 nd July 2013	-	Safeline
16 th July 2013	-	Speaking at Voluntary and Community Sector Forum
19 th July 2013	-	Speaking at Rugby Rotary Club
23 rd August 2013	-	Crossroads Trust
10 th October 2013	-	Heart of England Community Trust
19 th October 2013	-	Speaking at Special Constabulary Conference
28 th October 2013	-	Speaking at Nuneaton Rotary Club
29 th October 2013	-	Independent Advisory Group Annual Meeting
19 th November 2013-	-	Speaking at Warwick Avon Rotary Club
18 th February 2014	-	Speaking at Voluntary Sector Commissioner Grant Meeting
13 th March 2014	-	Crimestoppers Conference

Business Crime / Rural Crime / Cybercrime

- 11th April 2013 - Chamber of Trade – Kenilworth and Warwick Branch
- 4th June 2013 - National Farmers Union
- 12th June 2013 - Business Crime Prevention Network
- 21 June 2013 - Federation of Small Businesses
- 18th July 2013 - APCC Conference on Rural Crime
- 6th November 2013 - Warwickshire Retail Crime Initiative
- 8th November 2013 - Cybercrime Meeting – National Fraud Intelligence Bureau
- 11th February 2014 - Speaking at the National Farmers Union Conference
- 27th February 2014 - Speaking at Force Rural Crime Event

Victims of Crime

- 15th April 2013 - Victim Care Unit (Victim Support)
- 17th June 2013 - Warwickshire Race Equality Partnership
- 9th May 2013 - Warwickshire Probation Trust – Community Payback Scheme
- 22nd May 2013 - Speaking at Warwickshire Probation Staff Conference
- 30th May 2013 - Probation Service Meeting
- 10th July 2013 - Interagency Mtg – Safeguarding Children - Child Grooming
- 12th July 2013 - Developing an Effective Commissioning Role - Seminar
- 1st August 2013 - Violence Against Womens and Girls–Strategy for Warwickshire
- 25th Sept 2013 - Speaking at Restorative Justice Conference
- 19th November 2013- Speaking at Blue Light Conference in Westminster
- 27th November 2013- Speaking at Restorative Justice Council Meeting
- 28th November 2013- Visit to Only Prison “Futures Unlocked”
- 28th November 2013- Meeting on Domestic Violence in Faith Communities
- 17th February 2014 - Meeting with ROSA (Rape or Sexual Abuse)
- 22nd January 2014 - Restorative Justice Conference
- 28th February 2014 - Regional Criminal Justice Summit
- 6th March 2014 - Transforming Rehabilitation Event

Health / Drug / Alcohol

- 19th April 2013 - National Health Services re Alcohol and Mental Health issues
- 29th May 2013 - Speaking at Public Health England Event
- 21st June 2013 - Walkabout with Stratford Street Pastors
- 26th June 2013 - Blue Sky Centre – Victims of Rape or Sexual Assault
- 28th June 2013 - Mental Health Conference – Offender in the Community
- 17th January 2014 - Guest Speaker – Alcohol Conference
- 6th March 2014 - Substance Misuse Meeting – Nuneaton Council