

Warwickshire Police and Crime Panel

18 July 2014

Agenda

A meeting of the Warwickshire Police and Crime Panel will be held in the **Council Chamber, Rugby Town Hall, on 18th July 2014, commencing 10.00 a.m.**

1. General

(1) Apologies

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

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

- Declare the interest if s/he has not already registered it
- Not participate in any discussion or vote
- Must leave the meeting room until the matter has been dealt with (Standing Order 43).
- Give written notice of any unregistered interest to the Monitoring Officer within 28 days of the meeting

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

(3) Minutes of the meeting held on 20th June 2014

2. Public Question Time

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

3. Police and Crime Commissioner's Annual Report 2013/14

To receive the Annual Report 2013/14 and agree a formal response to the Police and Crime Commissioner.

4. Joint Property Vehicle

To consider the development of the Joint Property Vehicle.

5. Work Programme 2014/15

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

6. Any Urgent Items

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

7. Date of Next Meeting

The next meeting has been scheduled for 26th September 2014, commencing 10.00 a.m. at North Warwickshire Borough Council, Atherstone.

8. Report Containing Confidential or Exempt Information

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

Complaints

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

Warwickshire Police and Crime Panel Membership

Councillors:

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

Co-opted Independent Members:

Bob Malloy
Robin Verso (Vice-Chair)

Webcasting Notice

Please note that this meeting will be filmed for live or subsequent broadcast on the internet – at the start of the meeting the Chairman will confirm that the meeting is to be filmed. Generally, the public gallery is not filmed; however, by entering the meeting room and using the public seating area you are consenting to being filmed and to the possible use of those images and sound recordings for webcasting and/or training purposes.

The webcast will be available via the following link: <http://www.ustream.tv/>

Contact Details

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

**Minutes of the Warwickshire Police and Crime Panel
held on 20 June 2014**

Present:

Members of the Panel

Councillors:

| | |
|-----------------------|---------------------------------------|
| Michael Coker | Warwick District Council |
| Nicola Davies | Warwickshire County Council |
| Dennis Harvey (Chair) | Nuneaton and Bedworth Borough Council |
| Peter Fowler | Warwickshire County Council |
| Jenny Fradgley | Warwickshire County Council |
| Phillip Morris-Jones | Warwickshire County Council |
| Peter Morson | North Warwickshire Borough Council |
| June Tandy | Warwickshire County Council |
| Robert Vaudry | Stratford-upon-Avon District Council |
| Helen Walton | Rugby Borough Council |

Co-opted Independent members

Bob Malloy
Robin Verso (Vice Chair)

Office of the Police and Crime Commissioner

| | |
|-----------------|--------------------------------------|
| Ron Ball | Police and Crime Commissioner |
| Eric Wood | Deputy Police and Crime Commissioner |
| Neil Hewison | Chief Executive |
| Dave Clarke | Treasurer |
| Robert Phillips | Deputy Treasurer |

Warwickshire County Council Officers

| | |
|-----------------|---|
| Phil Evans | Head of Localities and Community Safety |
| Sarah Duxbury | Head of Law and Governance |
| Janet Purcell | Democratic Services Manager |
| Virginia Rennie | Finance Adviser |

Invitees for item 5:

Special Inspector Dave Watts and Special Constable Chris Webster.

1. Appointment of Chair

Councillor Helen Walton proposed that Councillor Dennis Harvey be appointed Chair of the Panel. Councillor Peter Fowler seconded the proposal.

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There were no other nominations.

Resolved

That Councillor Dennis Harvey be appointed Chair of the Warwickshire Police and Crime Panel for 2014/15.

2. Appointment of Vice-Chair

Councillor Peter Fowler proposed that Robin Verso be appointed Vice-Chair and was seconded by Bob Malloy. There were no other nominations.

Resolved

That Robin Verso be appointed Vice-Chair of the Warwickshire police and Crime Panel for 2014/15.

3. General

(1) Apologies for absence

Apologies for absence were submitted on behalf of Councillor Derek Poole (Rugby Borough Council) and Councillor Gillian Roache (Stratford upon Avon District Council). Councillor Helen Walton and Councillor Robert Vaudry had been appointed as substitutes for this meeting.

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

None.

(3) Minutes of the meeting held on 18 March 2014

Resolved

That the minutes of the meeting held on 18 March 2014 were approved as a correct record.

4. Public Question Time

There were no questions.

The Chair referred to the Panel's previous decision to invite Neighbourhood Watch representatives to Panel meetings and it was agreed that every effort be made to encourage attendance for future meetings.

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5. Special Constables

The Chair welcomed Special Inspector Dave Watts and Special Constable Chris Webster who had been invited to the Panel to enable members to have a better understanding of their role and operation.

Special Inspector Dave Watts had been with the special constabulary for 9 years and Chris Webster for 18 months. Both are aligned to the Stratford Safer Neighbourhood Team but could be deployed anywhere in the County but their time is generally spent in Stratford Town and surrounding areas, including other parts of the South of the County, such as Leamington. It was noted that the organisation of special constables is based on a North and South split (which matches the radio control areas) but they could be deployed anywhere in the County if necessary.

Special officers have the same powers as the regular full time officers and cover a range of incidents including RTCs, burglaries and anti-social behaviour. Chris Webster gave examples of incidents he had attended that week including one involving a dangerous dog, a domestic dispute and a road traffic accident. A main focus of their role is on community safety and community assurance (for example through foot patrols in Stratford Town).

The average time commitment is 24 hours per month but this could vary from person to person with some doing less, some more. The minimum requirement is 16 hours.

The following points were noted in response to questions from the Panel:

- The special officers have contact with partners in an informal way (e.g. with street pastors they meet when on their beats) but also have regular conversations with CCTV and police camera operators.
- Line management is through the SNTs with whom there is an excellent working relationship. Specials are aware of the tasks to be covered through the task list on the central system and most will know what is expected of them for their shift. There is always a regular sergeant available who can be contacted if necessary.
- The types of incidents being attended by special officers is similar in both the north and south of the county, aside from one or two specialised areas of work.
- The working pattern for specials is largely Friday night, Saturdays and Sundays as this is the time that they can offer outside of most of their normal working hours. This can mean they are not working beyond 12 on a Friday or Saturday night as this would make for unreasonably long shifts.
- The approach to training specials has changed over the years and most recently. The current approach is for intensive period of training – which will include safety training, legal training, how to take statements etc. Once initial training is finished the officer will be assigned to a regular officer who will tutor and assess the officer and sign them off as

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independent. This means the time taken for an officer to become independent will vary.

- There is continual on-going training of around 5-6 mandatory courses a year, for example in response to changes in legislation.

The Chair, on behalf of the Panel, thanked the officers for their helpful presentation and for the time and commitment that gave in serving the community.

6. Terms of Reference and Rules of Procedure

The Panel considered an addition to the Panel's Rules of Procedure which proposed a procedure for Public Question Time, in accordance with the Panel's decision in March to allow public to put questions to the Panel (and to the PCC, subject to his agreement).

During discussion the Panel was also advised that there was an error in the Terms of Reference at (j) which should refer to the Chief Constable being 'requested' rather than 'required' to attend meetings to answer questions. The Panel agreed that this correction be made. Officers also agreed to look at the wording on (e) and advise the Panel accordingly on whether it should, if legally possible, be amended.

Resolved

- (1) That the Powers listed in the Terms of Reference for the Panel be amended at (j) to read:

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

- (2) That the Rules of Procedure include the addition of the Public Question Time scheme as set out at section 15 of Appendix A to the report.

7. Appointment of Sub-Panels

The Panel was invited to agree the establishment of a Planning and Performance Task and Finish Group, with terms of reference to be drafted by members appointed to that Group taking account of the Accountability Framework. The Panel was also invited to agree the scoping document for the Victim Services Task and Finish Group and to agree the membership of the Group and first meeting date.

It was noted that the timescale for the PCC to confirm commissioning intentions in relation to Victims' Services by April 2015 which required a lot of

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work up to meet this tight timescale. The support work to be undertaken by the Victim Services' Task and Finish Group also needed to be underway quickly. It was noted that there would be support from WCC officers for this area of work.

Resolved

- (1) That the membership of the Planning and Performance Working Group be noted (Cllrs June Tandy and Peter Fowler; Bob Malloy and Robin Verso) and the terms of reference drafted by the Working Group at its first meeting (to be arranged for July).
- (2) That the scoping document for the Victims' Services Task and Finish Group be approved as set out in Appendix B.
- (3) That Councillors June Tandy and Peter Morson, and Bob Malloy be appointed to the Task and Finish Group and a date for the first meeting agreed as soon as possible.

8. Fourth Report on the work of the Police and Crime Commissioner

Ron Ball presented his fourth report on the key activities he had undertaken since February 2014 and highlighted the following areas:

- There is a continuing trend of crime reduction.
- Ron Ball is a member of the national working group chaired by the Home Secretary to drive improvements in the service police provide to victims of domestic abuse.
- A review of Operation Davenport/Operation X is underway and the findings will be reported to the Panel. A review is also underway to ensure complaints from the public are being dealt with promptly and effectively.
- The public scrutiny meetings are attracting public attendance and on line viewing. Future meetings will ensure it is clear which part of the meeting is for public participation and which is for observation only so as to properly manage public expectation and input.

Ron Ball invited any comments and questions on any aspect of the report and responded as follows to questions:

- Ron Ball was asked what areas would be covered by the Independent Assessment of the Strategic Alliance and whether this may include future structural change. Ron Ball replied that in his view the Alliance was providing enormous savings without any sacrifice to democratic accountability and this is how he would wish it to stay. The Alliance is being hailed as a great success nationally and others are interested in the application of the model. The Police Foundation review will cover options for the Alliance's future development and the findings will be circulated to the Panel.

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- Ron Ball gave his assurance that he was monitoring the changes within the Criminal Justice System and in particular changes in Probation services which he appreciated carried both risks and opportunities.
- The record of business sector crime in Warwickshire appeared low at only 42 per annum. It was agreed that this may not reflect the full picture and certainly did not capture the increasing level of cyber-crime as this was not currently recorded.
- The increase in cycle collisions may indicate a need for increased education of road users. Ron Ball advised that he had rejected a bid for grant from a motorcycle safety group as it did not meet the funding criteria but added that he was looking at how training for returning motorcyclists could be supported. Members requested that more detail be provided on the nature of the collisions e.g. was it happening on particular roads or in particular environments.

9. Community Engagement and Delivery Plan

Ron Ball reported on progress with developing the Community Engagement and Delivery Plan including the mapping of all crime and disorder meetings across the partnerships and activities with the Community Safety Ambassadors to ensure engagement with partners and increased visibility. This would include a press release to inform residents about the role of the CSA and their impact to date.

It was noted that, subject to vetting, an appointment had been made of a CSA for Camp Hill and Galley Common and recruitment was underway for two forum areas in North Warwickshire following a resignation. The Panel requested a list of the CSAs so that they could be sure they had the name of their local CSA. It was noted that there would also be press releases to inform residents of the CSA's role and impact to date.

Neil Hewison reported that the Plan is still to be completed but now that the Policy Research Officer is in place it is envisaged that it will be completed by September.

10. Community Safety Grants Scheme

Ron Ball presented a report listing the community grants he had awarded for 2014-15 and explaining the evaluation process that had been applied to bids for funding. The process had been intensive and had required a lot of work from staff in his office but it was envisaged that it would be less intensive in future years.

Ron Ball advised that he had taken views from the Community Safety Partnerships and did not fund projects that were not aligned with or supported by the CSPs. He had also rejected many bids. This included a number of Hate Crime applications, preferring to support the research being undertaken

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by Birmingham University which would inform a strategy and bidding organisations will then be invited to work with partners to develop evidence based projects.

It was noted that there appeared to be a shortfall in support for tackling cyber-crime. Ron Ball advised that there is an Alliance and separate Warwickshire and West Mercia groups focusing on this and that it is being taken very seriously. Much of the work will be on prevention and education. This includes a cyber-bullying task and finish group and the funding of a toolkit for each CSP to assist them in undertaking an analysis of cyber-crime as at present it was unreported.

Eric Wood reported that the second cyber-crime conference would be held at the University of Worcester on September 8th and that any members of the Panel would be welcome. It was also agreed that a report on progress with the cyber-crime work come back to the Panel.

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

Members were invited to report any feedback they had received from their authorities with regard to the Panel's first Annual Report. It was noted that the covering page should be amended to show the correct Warwickshire Police badge.

Resolved

That the Panel's first Annual Report be received.

The Chair left the meeting at this point and Robin Verso, the Vice-Chair took the chair.

12. Implementation of the Blueprint Model

Ron Ball presented a report outlining progress in a number of areas across the Alliance. He was pleased to report that the Alliance was recognised nationally as ambitious and ground breaking and that in particular, the changes were being made without any dip in performance against targets, for which he commended the work of the two Chief Constables and their teams.

Ron Ball referred to the next stage of strengthening the Alliance as outlined in the report. The following points were made in response to questions raised by the Panel:

- With regard to pressure for collaboration/merger, Ron Ball stated that he was not under pressure from the Government of Home Office. He reiterated his support for developing the Alliance and his opposition to merger or collaboration as this would result in one Chief Constable and leadership team for too big an area, leading to a disconnection with local people. It was also noted that in areas where there had been

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large scale merger (e.g. Scotland) financial benefits had not been realised but had in fact shown that too large a force can lead to diseconomies.

- The savings plan is being monitored by the PCC's Audit Committee using a savings tracker. It was agreed that this be shared with the Panel's Budget Working Group.
- Ron Ball explained that the challenges faced by the Alliance were the financial pressure, with there being no easy wins left. However he was convinced that the Alliance was the only way to meet the challenge and that the challenge itself had a positive side in motivating people to work together. He added that there had been challenges in bringing together two organisations who are both naturally proud of their Force but the Alliance allowed the retention of identity with the benefit of joint working.
- The governance arrangements described in section 10 of the report appeared quite complex. Eric Wood explained that the arrangements will ensure that all proposals are tested and that this approach supports the embedded governance culture that is now in place in the Alliance.

It was also agreed that the report be recirculated with the four work streams listed as these appear to be missing from the text on page 5 along with a chart of the governance arrangements.

13. Finance Update – Quarter 4 2013/14

The Panel considered the Quarter 4 finance report which included the outturn for 2013/14 and update on the alliance programme.

The Panel noted that the level of underspending (and of reserves) was higher than expected and yet this does not appear to have impacted negatively on performance. Robin Verso questioned whether the PCC would have chosen to increase the budget precept if he had been aware that this was likely to be the position.

Dave Clarke explained that the difference since that reported in February was around £100k. If the precept had not been increased then it would have been possible to fund this for a period of time at £800k per annum but this would impact in the long term on the base budget. Also the increase in precept was around £3.60 per year per household.

Robin Verso questioned why the spend against the capital programme had been very low and whether there was a deliberate strategy of over-programming.

Dave Clarke replied that there were planning issues and that there has been a pattern of putting projects in the programme too early. In terms of

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performance the focus has been on making staffing changes that will have impacted on their work and delivery of the capital programme.

Robin Verso observed that making revenue contributions to the capital programme meant that today's taxpayers were paying for future benefits which could be considered inequitable. Dave Clarke explained that it had been agreed that any underspending would be used to address borrowing, and in turn was part of delivering the long term saving requirements – which would be of benefit to future taxpayers.

It was agreed that the Medium Term Financial Plan and position on reserves be put to the next meeting of the Budget Working Group to look at in more detail. Dave Clarke advised that he would include the risk assessment he undertook each year.

It was agreed that the Panel look at this again at its meeting in July.

14. Work Programme 2014/15

The Panel considered a number of issues in relation to its work programme and ways of operation and agreed as set out below. During discussion Ron Ball invited any member who wished to visit his office and meet his staff to arrange a visit by contacting his office.

Resolved

- (1) That the work programme for 2014/15 be agreed as appended to the report.
- (2) That future meetings are webcast, subject to monitor of the effectiveness of their operation.
- (3) That the Panel notes the update on recommendations and actions previously requested by the Panel.
- (4) That the quarterly monitoring of the budget be delegated to the Budget Working Group
- (5) That Councillor Peter Fowler and Robin Verso attend the PCP conference on 10 July (with Councillor Peter Morson as reserve)

15. Urgent Items

There were no urgent items on this occasion.

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held on 20 June 2014**

16. Date of Next Meeting

The Panel noted that the next meeting had been scheduled for 18 July 2014 at 10.00 am at Rugby Town Hall.

17. Report containing Exempt Information

Resolved

That members of the public be excluded from the meeting for the item below on the grounds that their presence would involve the disclosure of exempt information as defined in paragraph 2 of Schedule 12A of the Local Government Act 1972.

18. Complaints

The Panel were advised that there had been one complaint against the PCC. The complaint was not recorded for the reasons set out in the exempt report and following consultation by the Chief Executive with the Chair of the PCP.

Resolved

That the Panel notes the reasons for the decision to not record the complaint as set out in the exempt report.

The meeting rose at 12:10 pm

.....
Chairman

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 | 2014/15 Budget | % Change |
|---------------------------|-----------------------|-----------------------|-----------------|
| | £m | £m | |
| 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.

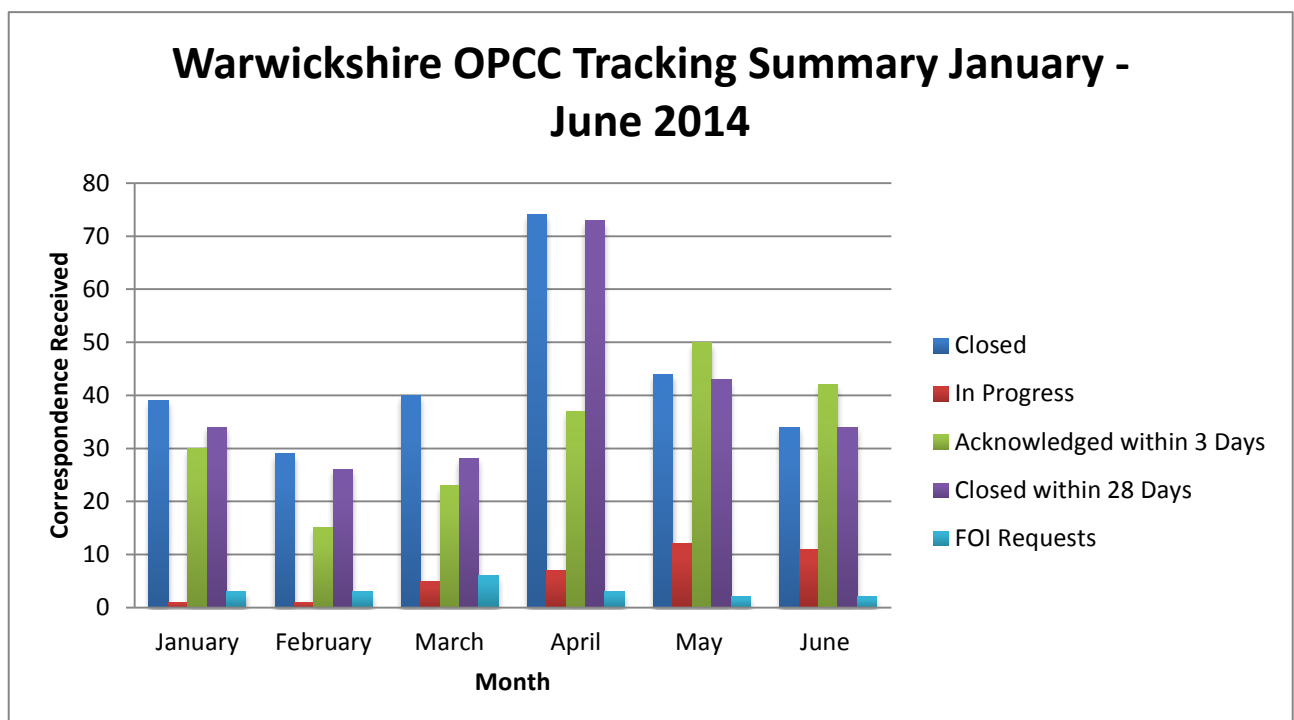
Work to increase the visibility and understanding of the role of Community Safety Ambassadors has greatly improved the contract between the OPCC and the SNT's across Warwickshire. Forging closer links between the OPCC and the SNT will continue over the coming months. A full update on the Community Safety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

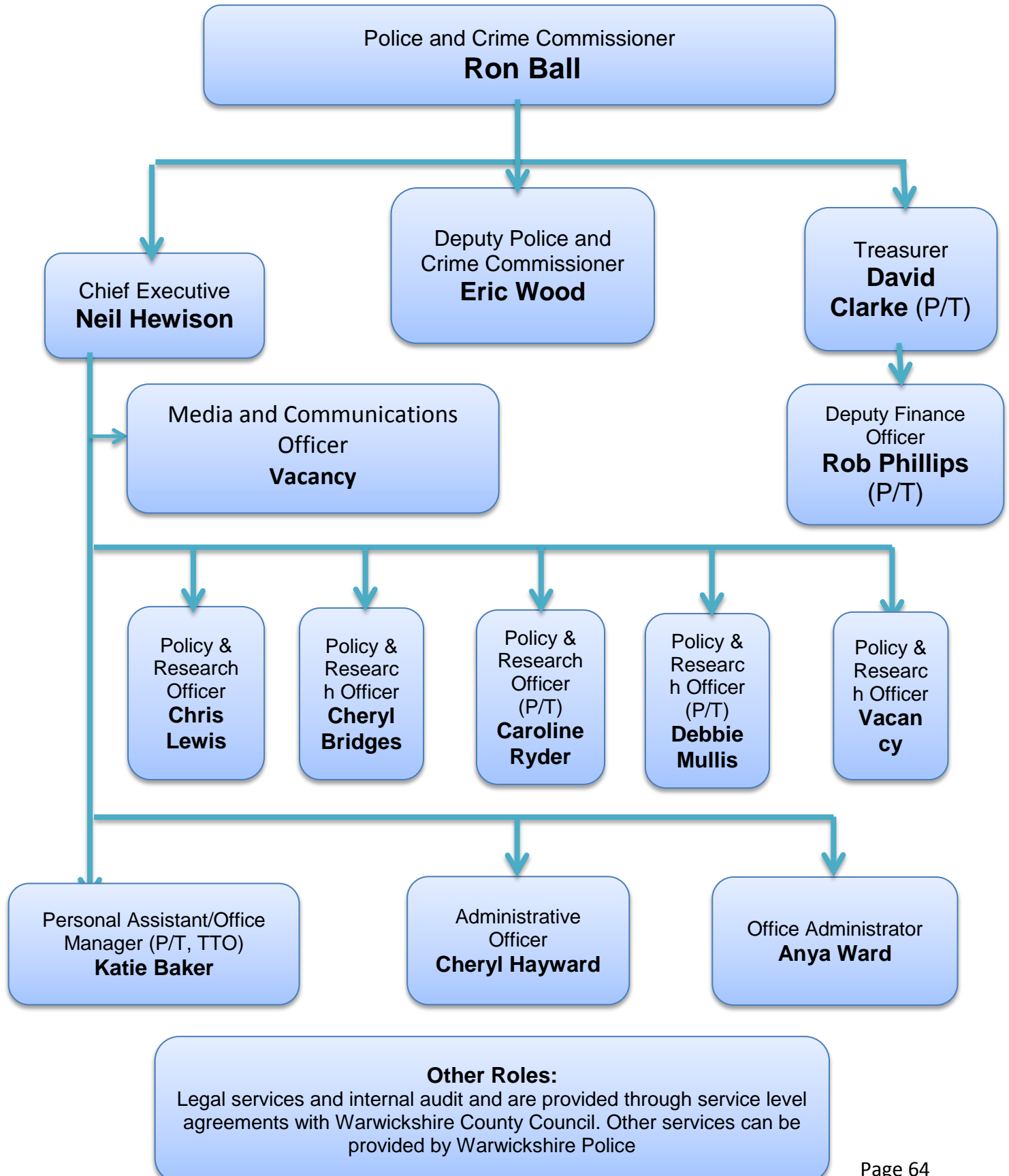
I would also like to thank my team who support me in the background allowing me to fulfil my role.

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

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

Engagement with Minority Communities

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

Engagement with Third Sector / Voluntary Organisations

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

Warwickshire Police and Crime Panel

18th July 2014

Joint Property Vehicle (JPV)

1.0 Summary

- 1.1 This report outlines progress to date on the establishment of a Joint Property Vehicle to take on responsibility for all aspects of property and estates management for a number of public sector bodies in the Warwickshire and West Mercia areas.
- 1.2 The Police and Crime Commissioners (PCCs) for Warwickshire and West Mercia, supported by the two Chief Constables, have recently agreed to participate in the production of a Full Business Case (FBC) for the establishment of the JPV.
- 1.3 The FBC is timetabled for completion in October, after which it will be considered by each of the participating organisations for them to decide whether they wish to progress to the establishment of a single Joint Property Vehicle.

2.0 Background

- 2.1 Supported by the Department of Communities and Local Government, the Capital Asset Pathfinder Partnership was formed in 2011. Led by Worcestershire County Council, a group of local public bodies came together to facilitate closer collaboration on property and wider estate management issues.
- 2.2 A number of joint projects have been developed and implemented in the Worcestershire area which have resulted in the co-location of services, produced additional revenue from asset sales, reduced costs, enhanced services and delivered local economic and social benefits. These projects have been delivered using the existing management processes and resources within each organisation.
- 2.3 Success to date led the partners to commission a feasibility study to identify the benefits of forming a Joint Property Vehicle – a single property unit – that will manage all aspects of their public sector estate. The unit would be established as a company, using the “Teckal” exemption, which would allow each of the members to contract with the company without going through a competitive process. The company would employ all of the Property staff used

by the partners, but, importantly, ownership of all land and property would remain with the individual partners.

- 2.4 The police seconded Jim Stobie as the JPV Manager to develop the work and take the feasibility to an Outline Business Case (OBC). Jim was previously the Estates Manager for the Alliance. Following agreement of the OBC, Jim is now leading the project to deliver the Full Business Case.
- 2.5 The organisations initially involved in the partnership were Hereford and Worcester Fire and Rescue Service, Redditch Borough Council, Warwickshire Police and West Mercia Police, Worcester City Council, Worcestershire County Council and Worcestershire Health and Care NHS Trust. Herefordshire Council has also recently decided to join the partnership and consequently the Joint Property Vehicle (JPV). The Worcestershire Health and Care NHS Trust has had to withdraw from membership of the JPV for legal reasons (it is unable to be a member of a company), but intends to continue to play as full a role as possible in the initiative. The project team will be approaching all local authorities across the area in due course to determine whether there is further interest in joining the partnership.

3.0 The Outline Business Case

- 3.1 An Outline Business Case has been considered by and agreed by each of the participating organisations. In agreeing to progress to the development of the Full Business Case, in the case of the Strategic Alliance, the two PCCs made their agreement conditional on addressing what they see as a critical governance issue, which is explained later in this section.
- 3.2 Following approval of the Outline Business Case, a Shadow Shareholder Board has been established with representation from each organisation. David Clarke, the Treasurer, represents the PCCs on the Board, and Richard Elkin, the Director of Enabling Services, represents the Forces. The ultimate role of the Shareholder Board will be to scrutinise performance against the agreement/contract and the business plan as well as review investment plans and risks. It will provide regular oversight and scrutiny of the financial plans and monitor progress against the published asset management strategy.
- 3.3 The Strategic Objectives to be derived from the creation of the JPV are to:
- Deliver revenue savings
 - Improve customer service delivery
 - Maintain and protect front line services
 - Facilitate service integration
 - Drive operational efficiency
 - Drive capital receipts
 - Enhance the quality of the property portfolio
 - Drive cross organisational working
 - Drive regeneration and growth

- Increase revenue generation

3.4 The OBC identified the potential to save £3.7m across the partnership in the first year of operation, rising to £15.7m p.a. by 2025, on a current cost base of £56m. In other words, it is expected that, ultimately, 28% of the current revenue budget can be saved. Cumulatively, savings of £110m could be generated over a ten-year period, across all partners.

3.5 Additionally, it is anticipated that capital receipts of £118m will be generated over a ten-year period, equivalent to 18% of the current portfolio value.

3.6 Notwithstanding the significant potential of the partnership to deliver financial benefits, in considering the OBC, there were three issues on which the PCCs required reassurance before agreeing to proceed, and these are explained below:

- a) The first concern relates to the current partners being predominantly based in Worcestershire and Herefordshire. The benefits within the OBC fall out in several layers; the joint estates team, collaborative procurement and a 'one town approach' to addressing property rationalisation with JPV partners. It was clear that both forces would benefit from the first two. However, the last point creates a problem. Concerns were raised that we would not benefit from the total projected savings if the "one town approach" were only to be used with JPV partners. Clearly, at this point in time, the partners were very limited in many geographic areas – in both Warwickshire and Shropshire there are no other JPV partners. The project team clarified the position that this would in no way restrict working with any number of partners inside or outside of the actual JPV. This would mean, for example, that a review of local front counter support in Warwickshire would be managed and delivered by the joint team who would work with the right partners in that location to deliver the strategies of the PCC and Chief Constable.
- b) We questioned the strategy of using a "Teckal" company as the mechanism for delivering the collaborative venture. In particular, we explored why this could not be delivered through a collaboration and whether there had been specific legal advice concerning any external trading, which can be limited by the use of this arrangement. We were reassured that the OBC is not built upon any assumptions around external trading, although this would be an additional element to be considered at the appropriate time. The legality of the extent of external trading will be considered further at the final business case stage. In addition, we were comfortable that the establishment of a jointly owned company will assist in driving change and behaviour across the partners.
- c) The final issue considered in-depth remains a work in progress which is being addressed by a working group of the Shadow Shareholder Board on which Richard Elkin sits. The issue is that of the voting mechanism on the Board. The OBC proposal is that each member of the Board will have a single vote. The Commissioners have expressed a concern that this does

not allow them to protect their interests with regard to the setting of priorities for the JPV and the deployment of its staff. The Commissioners expressed the view that they would like to see the use of a golden vote or right of veto, and their agreement to progress to the production of the Full Business Case has been made conditional on finding a satisfactory solution to this issue. The Working Group is trying to address this as a matter of urgency.

4.0 Future Development of the JPV

4.1 Subject to future decisions on the outcome of the Full Business Case, the projected timescales for future development of the JPV are as follows:

| | |
|------------------------------|---------------------------------------|
| April / May 14 | Form Shadow Shareholder Group |
| April 14 | Implementation Team formed |
| October 14 | Full Business Case (FBC) delivered |
| October 14 | Commencement of One Town Reviews. |
| October – December 14 | Approval to proceed with forming JPV |
| October – Dec 14 | Appointment of shadow management team |
| Jan – March 15 | Formation of new company |
| April 15 | JPV Target “Go Live” date |

4.2 It is estimated that the start-up costs of the JPV will be around £1.5m, excluding redundancy costs. The full cost of establishing the JPV is expected to be well below the level of savings in the first year. Additionally, because of the innovative nature of the arrangement, significant financial contributions have been secured from outside the partnership. These include.

- £400,000 from the Department for Communities and Local Government Transformation Challenge Award
- £100,000 from the West Midlands Regional Improvement and Efficiency Partnership
- £50,000 from the Cabinet Office as a wave 3 pilot
- £210,000 from the Worcestershire Partnership
- £25,000 from the Local Government Association

4.3 Reflecting the profile of the project within Government, and a desire to ensure that problems which need input or action from Government departments can be swiftly resolved, the Cabinet Office has agreed to provide an independent Chair for the Shadow Shareholder Board, and this is Bruce Mann, the Director of Finance and Resources at the Cabinet Office.

4.4 It will be appropriate to bring a further report to the Police and Crime Panel following the production of the Full Business Case.

Office of the Police and Crime Commissioner
8th July 2014

Warwickshire Police and Crime Panel

18th July 2014

Work Programme 2014/15

Recommendations

That the Warwickshire Police and Crime Panel:

- 1) Agrees the updated Work Programme for 2014/15;
- 2) Reviews the update on recommendations and actions previously requested by the Panel;
- 3) Agrees representation at the conference event on 17th October 2014; and
- 4) Notes the update on its Task and Finish / Working Groups.

1.0 Work Programme

- 1.1 The Work Programme is a live document which will be updated following each meeting. Items may also be deferred or added to the Work Programme as considered necessary and agreed by the Chair of the Panel. A copy of the updated document is attached at **Appendix A**.
- 1.2 The Panel is asked to consider the Work Programme and the inclusion of additional areas of scrutiny activity or review.

2.0 Recommendations and Actions Plan

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

3.0 Conference Event

- 3.1 Two places were booked onto a conference event for Police and Crime Panel members and officers, which was scheduled for Thursday 10th July 2014 at County Hall, Nottingham. Due to the industrial action, this event was postponed and will now be held on Friday 17th October.

- 3.2 At the last Panel meeting, Robin Verso and Councillor Fowler had agreed to attend the conference on behalf of the Panel; however, Councillor Fowler is unable to attend the rescheduled date. The Panel is asked to allocate the place, based on the availability of members for the rescheduled date.

4.0 Victims' Services Task and Finish Group

- 4.1 The Task and Finish Group held its first meeting on Monday 7th July, at which it received an informative presentation from Chris Lewis (Office of the PCC) regarding the current landscape for support services for victims of crime and the general direction of travel for the Police and Crime Commissioner.
- 4.2 A general 'call for evidence' has been widely circulated to invite either individuals, or organisations, to share their thoughts and experiences of victim support services with the Group. This has already started to generate interest from a variety of organisations and representatives.
- 4.3 The next meeting of the Group has been scheduled for Friday 25th July at the Justice Centre in Leamington. At this meeting, members will discuss current provision and explore victim satisfaction and feedback with the Victim Support service. This will be followed by a discussion with Warwickshire Youth Justice regarding support services to young people who are victims of crime.

5.0 Budget Working Group

- 5.1 At its last meeting, the Panel agreed to defer quarterly budget monitoring to the Budget Working Group. The first meeting will be scheduled for August and its findings will be reported back to the Panel at the 26th September meeting.

6.0 Planning and Performance Working Group

- 6.1 The date for the first meeting is currently being arranged.

7.0 Dates of Future Meetings

- 7.1 Future meetings of the Police and Crime Panel have been scheduled for 10.00 a.m. on the following dates:
- 26th September 2014 – North Warwickshire Borough Council
 - 21st November 2014 – Elizabeth House, Stratford-upon-Avon
 - 3rd February 2015 – Shire Hall, Warwick

Appendices:

Appendix A – Work Programme 2014/15

Appendix B – Recommendations and Actions Plan 2014/15

| | Name | Contact details |
|---------------------------|---------------------|--|
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**Police and Crime Panel
Work Programme 2014/15**

| Item | Report detail | Date of last report | Date of next report |
|------------------------------------|---|---------------------------------|---|
| Police and Crime Plan 2013-17 | <p>To hold the PCC to account for the delivering of the Police and Crime Plan and to:</p> <ul style="list-style-type: none"> • Review progress updates in the implementation of the Police and Crime Plan. • Review performance measures against objectives and scrutinise any areas of underperformance. • Consider the recent work of the PCC, including any activities / decisions taken since the last meeting of the Panel and engagement with national and regional policing initiatives (and how the PCC's national work is of benefit to Warwickshire and local priorities) • Review the Plan and determine matters for in-depth scrutiny; how and when. (Neil Hewison) | N/a | *Standing item to every meeting – from June 2014 onwards (except for 18 th July as will be picked up in PCC Annual Report) |
| Complaints | The Panel to considering any complaints made personally against the PCC or the DPCC, taking into account the Complaints Protocol. (Verbal update) | N/a | *Standing item to every meeting |
| Report of the Budget Working Group | The Panel has delegated quarterly budget monitoring to the Budget Working Group, which will report its findings and minutes to each relevant PCP meeting. Next report due 18 th July (Georgina Atkinson) | 20 th June 2014 | * Following each BWG meeting |
| PCC Annual Report 2013/14 | The Panel to review the PCC Annual Report and provide a written response (to be published on the web site). (Neil Hewison) | 27 th September 2013 | 18 th July 2014 |
| Joint Property Vehicle Policy | To consider the policy for the Joint Property Vehicle with West Mercia. (Dave Clarke) | N/a | 18 th July 2014 |

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

| Item | Report detail | Date of last report | Date of next report |
|--|--|----------------------------|---------------------------------|
| Community Safety Ambassadors | Outcome / findings of the review of the Community Safety Ambassadors, which will take place post-summer 2014. (Neil Hewison) | N/a | 26 th September 2014 |
| PCC Role in Holding the Chief Constable to Account | <p>The Panel to consider:</p> <ul style="list-style-type: none"> • How does the PCC hold the Chief Constable to account, what are his conclusions and why? What evidence is there that practical changes and improvements have been made by the Commissioner holding the Chief Constable to account? • How does the PCC measure efficiency and effectiveness of Warwickshire Police? What are results and conclusions? Review and determine whether the PCP has anything of value to add. How is the Force relative to other authorities? Information/ view of HMIC. (Neil Hewison) | N/a | 26 th September 2014 |
| Victims Services Commissioning Task and Finish Group | To receive the final report and recommendations of the Task and Finish Group. (Georgina Atkinson) | N/a | 26 th September 2014 |
| Community Engagement and Delivery Plan | <p>The Panel to consider:</p> <ul style="list-style-type: none"> • How public engagement has been used to inform and shape the Police and Crime Plan? • How will the outcome of public/partner meetings be reported back to PCP? • The role of the PCC in responding to issues/requests raised via engagement. • Key issues raised and actions taken, to measure the impact of the Engagement Strategy, how well it has been undertaken, how it will be improved in future and whether the objectives have been achieved. • (Neil Hewison / Cheryl Bridges) | 20 th June 2014 | 21 st November 2014 |

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

| Item | Report detail | Date of last report | Date of next report |
|---|--|----------------------------|--|
| Feedback from Statutory Bodies | <p>The Police and Crime Panel to canvass the Chairs of the Warwickshire Community Safety Partnerships, Third Sector, CAVA, Police, Criminal Justice and other statutory partners on the following:</p> <ul style="list-style-type: none"> • What changes are you seeing on the ground as a result of the Commissioner's actions? • Do you have a clear understanding about what your Partnership needs to do to help achieve the outcomes in the Police and Crime Plan? • Is there anything that the bodies want the PCP to focus on re: the PCC's activity and priorities? (Georgina Atkinson) | N/a | Review to be undertaken in autumn and report back to Panel 21 st November? Link individual Panel members to individual partners and then report back? |
| Criminal Justice Bodies | <p>Report to outline how the PCC works with criminal justice bodies to make arrangements for efficient transaction of criminal justice policy and the PCC's role and progress in leading on Restorative Justice. (Neil Hewison)</p> <p>Does the Panel wish to canvass the Criminal Justice Bodies to assess this?</p> | N/a | 21 st November 2014 |
| Office of the Police and Crime Commissioner | <p>To consider the rationale, funding sources and budget implications and any future proposed expansions of the OPCC, include comparative information to other Offices. (Neil Hewison)</p> | N/a | 21 st November 2014 |
| Cyber Crime | <p>At 20th June meeting, the Panel requested a progress report on cyber-crime work – date TBC (Neil Hewison to confirm)</p> | 20 th June 2014 | 21 st November 2014 |

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

| Item | Report detail | Date of last report | Date of next report |
|--|---|-------------------------------|--|
| Strategic Policing Requirement | <p>The Panel to consider:</p> <ul style="list-style-type: none"> • Information about the SPR and budget. • How the SPR affects the services delivered in Warwickshire, including the resources committed to meet the SPR. • Outcome of the HMIS inspection (due 2014). | N/a | TBC – once the HMIC inspection has been. NH check timescales. undertaken |
| Budget Precept 2014/15 | This is a statutory role for the Panel in approving precept and needs to be supported by information to help the Panel understand how the budget is put together and its development, what assumptions are used and changes from previous years. (Dave Clarke) | 3 rd February 2014 | 3 rd February 2015 |
| Election of Chair/Vice Chair | The Panel to elect a Chair and Vice-Chair for the 2015/16 Municipal Year. (Georgina Atkinson) | 20 th June 2014 | TBC |
| Police and Crime Panel Annual Report 2014/15 | To consider and comment on the Panel's Annual Report for 2014/15. (Georgina Atkinson) | 20 th June 2014 | TBC |
| Rural Crime Strategy | Was referred to by Rob Ball in the 'Crime in Rural Areas in Warwickshire – Analysis Brief' report, July 2014 – that a Rural Crime Strategy would be developed in partnership with West Mercia. The Panel to consider the draft Strategy? | N/a | TBC |

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

Briefing Notes

| Item | Briefing Note detail | Date requested | Date scheduled / circulated |
|--------------------------|--|-------------------------------|---------------------------------|
| Rural and Business Crime | To receive statistical information / data regarding rural and business crime. | 18 th March 2014 | 29 th April 2014 |
| Budget Briefing | <p>Informal briefing be provided for Panel members regarding the formation of the policing budget, which will also pick up on the previous requests/points raised by the Budget Working Group:</p> <ul style="list-style-type: none"> • Detailed breakdown of the Alliance Savings Plans • Capital Programme management and monitoring procedures • Clarification on the Police and Crime Commissioner's thoughts on the Capital Programme and how he challenged and monitored the Programme. (Dave Clarke) | 3 rd February 2014 | To be scheduled every November. |

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

| Date raised by the Panel | Recommendation / Action | Lead Member / Officer | Panel Update | Progress Notes |
|---------------------------------|--|-----------------------|----------------------------|---|
| 27 th September 2013 | Request confirmation on how the PCC will communicate to people who do not have internet access with a suggestion that the budget letter issued with the precept letter may be an opportunity to reach every household. PCC to consider ways of communicating with citizens. | PCC | 20 th June 2014 | <p>COMPLETED – Information was tagged onto the supplementary information for Stratford DC. The other authorities did not send out supplementary information as a matter of course, though did signpost to the information through their own websites. Other options to disseminate information, such as through ‘Newsbeat’ are currently being considered.</p> <p>Adverts will be placed in the local media to publicise the Public Scrutiny meetings and the webcasting is proving popular (270 views at the last meeting).</p> |
| 27 th September 2013 | Eric Wood referred to the College of Policing consultation on Child Abuse and Child Sexual Exploitation that follows on from the findings of the serious case review into the death of Daniel Pelka. A common finding in this and previous reviews, has been that the Police are ‘not child centred’. EW offered to report back on the work and the national guidelines that will emerge following consultation. | Eric Wood | 20 th June 2014 | <p>COMPLETED</p> <p>The creation of a MASH does feature in the refresh of the Police and Crime Plan 2013-17 and this piece of work has been allocated to a Policy Officer.</p> |
| 27 th September 2013 | Ron Ball and Eric Wood undertook to find out what criteria are used for the deployment of PCSOs to schools and why some schools have had their PCSO removed. | PCC / DPCC | 20 th June 2014 | <p>COMPLETED Briefing note circulated to the Panel – 28th March 2014.</p> |

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

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

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

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|-----------------------------|---|---|----------------------------|--|
| 18 th March 2014 | Request that an assessment of the benefits, risks and costs for webcasting meetings of the Panel be undertaken. | Georgina Atkinson | 20 th June 2014 | COMPLETED – included in Work Programme report, to be presented at 20 th June meeting. |
| 18 th March 2014 | Request that the scoping document for the Victim Services Commissioning Task and Finish Group be prepared and presented to the next meeting. | Georgina Atkinson | 20 th June 2014 | COMPLETED – report due for 20 th June meeting. |
| 20 th June 2014 | The Chair referred to the Panel's previous decision to invite Neighbourhood Watch representatives to Panel meetings and it was agreed that every effort be made to encourage attendance for future meetings. | Georgina Atkinson | 18 th July 2014 | COMPLETED – an email was sent to the Chair of NW on 23 rd March 2014 with details of future meetings, the public QT and encouragement to attend in future. |
| 20 th June 2014 | The increase in cycle collisions may indicate a need for increased education of road users. Members requested that more detail be provided on the nature of the collisions e.g. was it happening on particular roads or in particular environments. | Georgina Atkinson to liaise with Road Safety Team | 18 th July 2014 | Emailed Jane Lees – 24 th June. |
| 20 th June 2014 | The Panel requested a list of the CSAs so that they could be sure they had the name of their local CSA. | Neil Hewison / Cheryl Bridges | 18 th July 2014 | COMPLETED – list of CSAs and contact details circulated to the Panel, 24 th June. |

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

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|----------------------------|--|--|----------------------------|--|
| 20 th June 2014 | Blueprint Model – it was agreed that the report be recirculated with the four work streams listed as these appear to be missing from the text on page 5, along with a chart of the governance arrangements. | Neil Hewison | 18 th July 2014 | COMPELTED – The workstreams are yet to be allocated; there is a senior leaders workshop this week to allocate programmes and projects under these five workstream leads. A definition about the subject titles within each element of the PAG workstream was circulated to the Panel on 24 th June 2014. |
| 20 th June 2014 | It was agreed that the Medium Term Financial Plan and position on reserves be put to the next meeting of the Budget Working Group to look at in more detail. Dave Clarke advised that he would include the risk assessment he undertook each year. It was agreed that the Panel look at this again at its meeting in July. | Georgina Atkinson / Dave Clarke | 18 th July 2014 | Agreed that Working Group will meet in August – awaiting date proposals from Dave Clarke, will be picked up in the action below. |
| 20 th June 2014 | The Panel agreed to delegate quarterly budget monitoring to the Budget Working Group. | Georgina Atkinson / Dave Clarke | 18 th July 2014 | Meetings to be arranged for early August (Q1), early November (Q2), early February (Q3) and early May (Q4). |
| 20 th June 2014 | That future meetings are webcast, subject to monitor of the effectiveness of their operation. | Georgina Atkinson to liaise with Communications team | 18 th July 2014 | GA emailed Helen List – 23 rd June. |