



**Police and Crime  
Commissioner  
Warwickshire**

**Item 9**

# Report to the Police and Crime Panel

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**Report on the work of the Office of the Police  
and Crime Commissioner**

*21<sup>st</sup> November 2014*

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## **1) Purpose:**

The purpose of this report is to provide members of the Panel with an update on the key activities that have taken place since the panel last met on 26<sup>th</sup> September 2014.

Progress on other issues raised by the Panel during the last meeting are outlined below:

### **Domestic Abuse and Sexual Violence:**

The Panel expressed two concerns:-

1. The low conversion rates for persons arrested for domestic abuse being subsequently prosecuted by the Crown Prosecution Service.
2. That only 6% of reported rapes in Warwickshire result in a charge or caution, compared to 18% nationally.

The Panel was also seeking information on how officers are trained to deal with rape incidents and the support they provide to victims during the investigation and prosecution process. This is a specific agenda item (Item 4) and a separate report has been compiled, for consideration by the Panel.

### **Police Complaints:**

The Panel was seeking further information on the management of complaints by Warwickshire Police. A set of PowerPoint slides detailing the further information requested by the Panel has been circulated to the Panel.

### **Police Foundation Independent Review of the Warwickshire and West Mercia Strategic Alliance:**

The Panel sought clarification on the organisations and individuals who contributed to the Police Foundation report. Details of those who contributed to the report have been circulated to the Panel by email. The cost of the report has also been circulated to all Panel members confidentially as it was noted by the Panel that the cost of the report was commercially sensitive.

The Police and Crime Commissioner's response to the criticisms included in the Police Foundation report and how these will be addressed has been circulated previously to the Panel and can also be found at **Appendix A**.

### **Sale of former Police station on Birmingham Road, Coleshill:**

The Panel was seeking further detail regarding the sale of the Former Police Station on Birmingham Road, Coleshill. The Decision Application detailing the requested information has been circulated to all Panel members.

## **2) Business, Cyber and Rural Crime update:**

This is a specific agenda item in line with the Panel's work programme (Item 10). A separate report has been compiled for consideration by the Panel.

### **3) Victims Commissioning Update:**

Following the detailed update I provided in my report to the Panel on 26<sup>th</sup> September on Victim Commissioning, I am now in a position to inform the Panel that the Surrey, Sussex, Thames Valley (SSTV) PCC -led tendering process also known as the 'framework approach' has formally offered a tender to the organisation Victim Support. Letting this tender to Victim Support will ensure there is a support service in place for victims of crime on 1st April 2015.

Warwickshire OPCC is part of the framework approach, as is West Mercia PCC. Warwickshire OPCC is now in detailed discussion with Victim Support to ensure any needs specific to Warwickshire victims are catered for in the framework approach. Currently Warwickshire Police records approximately 28,000 crimes annually, therefore securing the right support for Warwickshire victims of crime is paramount.

### **4) Community Remedy Update:**

The Community Remedy has been introduced as part of the new Anti-Social Behaviour, Crime and Policing Act 2014. The Police and Crime Commissioner for each local policing area was required to consult with the police, the local authority, voluntary groups and other interested community representatives on what should be included in the remedy. Once the consultation was concluded, the results were taken into account as well as what was appropriate and available in each area. The remedy document was drawn up and approved by the Chief Constable and I. It came into force on the 20<sup>th</sup> October 2014.

The community remedy is about giving victims a voice. The Anti-Social Behaviour, Crime and Policing Act 2014 will help to put victims at the heart of the criminal justice system. When dealing with low level crime and anti-social behaviour, victims will have a say in how the offender is punished. It allows police in their local areas to deal with low level crime and manage the offenders within the community in consultation with the victim. It's about having a common sense approach to sorting out low level crime and disorder and giving the public confidence that out-of-court disposals are a workable, sometimes more beneficial, alternative to Court. The public should be able to see the offender putting right what they have done wrong, or being asked to participate in an activity that deters them from re-offending.

The police already use a process called community resolution. This enables them to deal with low level criminal damage, low value theft, minor assaults (without injury) and anti-social behaviour out-of-court. To use a community resolution the officer must have enough evidence for a case to be brought to court; the offender admits their guilt and the officer decides the matter would be better dealt within the community after consultation with the victim. The community resolution is the process by which the community remedy is delivered. The list of options on the remedy document which the victim can choose from, informs the decision about how to deal with the offender in the community (known as an out-of-court disposal). The final decision on how to deal with the offender is made by the police; it must improve public confidence in the use of out-of-court disposals and must not breach the individual's human rights.

Out-of-court disposals are monitored by a panel managed through the Local Criminal Justice Board. Victims of crime who have used the community resolution process and chosen options from the community remedy will be asked about their experiences to inform improvements in the process.

What are the options available for victims of crime to choose from?

- An apology from the offender, in person, or a written apology, which is genuine and acceptable to the victim. (You would not be forced to meet the offender face to face if you did not want to). It can be helpful for the offender to apologise to their victim because it makes them face up to the consequences of their actions.
- A third party to bring together both parties to reach a common agreement to resolve a dispute. Where there has been a neighbour dispute it may help both parties to sit down with a third party and try to see the situation from both sides. This can be very effective if both parties are willing to engage but it may not be suitable for everyone.
- A ban from named premises for a specified period of time. It may be that a shop-owner has suffered theft and wants to ban the offender for a period of time.
- An Acceptable Behaviour Contract. An Acceptable Behaviour Contract (sometimes referred to as an Acceptable Behaviour Agreement – ABA) is a written, voluntary agreement between a person who has been involved in anti-social behaviour and one or more local agencies whose role it is to prevent such behaviour. The contract would specify types of behaviour, people or places that should be avoided.
- A reparative activity – putting things right e.g. cleaning, repairing damage etc. A victim of vandalism for example may want the offender to repair damage to their property. Where there is no “physical” victim i.e. the damage is to a community facility, the officer in charge may decide that the offender should carry out some repairs in the community by way of recompense.
- Financial compensation by means of a one-off payment for the damage caused to land or property, or the cost of replacing stolen goods, or a donation to a charity of the victim’s choice. This option would be overseen by the police and in the case of under 18’s it may be that the parents pay the compensation. Compensation may not be appropriate, for example where the victim is covered by insurance, it may however be appropriate that the “compulsory or voluntary excess” insurance payment could be covered by the offender.
- Any other appropriate action the police officer has agreed with the victim and subsequently with the officer’s line manager. The officer in charge will be able to use their professional judgement and in consultation with the victim come up with a range of options that may be appropriate for the offender to participate in. There may be diversionary schemes available in the local area e.g. an alcohol diversionary scheme. This allows for flexibility and innovation when coming to a decision on how the community remedy could be used on a case by case basis.

If an offender has agreed to carry out a series of actions from the community remedy but fails to do so, then the matter can be brought to court. Before a community resolution is put into place the officer in charge must be satisfied that there is enough evidence to bring court proceedings or in the case of anti-social behaviour apply for an injunction (civil court process). Therefore, if the offender does not engage in the community resolution process court proceedings can be instigated.

#### **5) Force Performance:**

The meeting will be provided with an up to date performance summary on the date of the panel meeting. I will talk through the performance figures during the meeting and take questions.

## **6) HMIC Core Business Inspection Report:**

A copy of this document has been circulated to all Panel members for consideration. I provided a verbal explanation and my views on the report at the Police and Crime Panel meeting held on 26<sup>th</sup> September 2014.

In my response to the Home Secretary I welcomed and addressed the key points that were highlighted in the report, however I felt it necessary to express my clear disapproval of the unacceptable short timescales HMIC used in publishing the report. A copy of my letter is attached at **Appendix B**.

## **7) HMIC Crime Data Integrity Report:**

The HMIC Crime Data Integrity report is now due for publication on 17<sup>th</sup> November 2014 following a delay in publication by Her Majesty's Inspectorate of Constabulary. A copy of the report will be circulated to all Panel members prior to the Police and Crime Panel meeting. I will provide a verbal explanation/assessment and my views on the report at the meeting.

## **8) Appointment of a new Chief Constable for Warwickshire**

I am in the process of inviting applications for the post of Chief Constable of Warwickshire Police following the announcement by the current Chief Constable Andy Parker of his retirement. As part of the recruitment process I have consulted with key strategic partners to ensure that the job specification and application process is focussed on securing the right candidate for the public of Warwickshire.

I am seeking an outstanding leader who will work with the community and partners to deliver an effective, ethical and responsive policing service for the public of Warwickshire. The appointment will be offered for a fixed term of five years, and the successful candidate will work with me to deliver the objectives of my Police and Crime Plan. Key to success will be a strengthening and deepening of the Strategic Alliance with West Mercia Police which the new Chief Constable will lead, together with the Chief Constable of West Mercia Police.

I have set the following timeframe for the appointment process:

- Closing Date for Applications: 12 noon on Monday 24 November
- Shortlisting: Thursday 27 November
- Force Familiarisation Day: Tuesday 2 December
- Selection Process: Monday 8 December and Tuesday 9 December
- Police and Crime Panel Confirmation Hearing: 2pm on Friday 19 December

## **9) OPCC Staffing:**

Ben Twomey, PCC Support Officer, started in post on 6<sup>th</sup> October 2014, having formerly undertaken a temporary contract for my office in 2013. Ben is on a fixed term 12 month contract and is principally responsible for undertaking briefings for the PCC / DPCC on regional and national issues. He is also tasked with liaising and working closely with the Association of Police and Crime Commissioners to develop best practice and engage in collaborative activity. Ben has recently graduated and has experience of working for the Office of the Police and Crime Commissioner, Ron Hogg, in Durham.

## **10) Public Scrutiny Meeting:**

On 10<sup>th</sup> November 2014 a Public Scrutiny Meeting took place at Higham Lane School, Nuneaton. Twenty members of the public were in attendance.

During the first part of the meeting members of the public asked questions of the Chief Constable and I. The questions covered topics such as the European arrest warrant, use of mobile phones whilst driving, why was a new Chief Constable being appointed, speeding, nuisance motor cyclists and illegal parking outside schools, PCC attendance at Parish Council meetings, the policing of Mancetter, police recruitment, child sexual exploitation and the opening hours of the Justice Centre in Nuneaton.

The intention was to webcast the meeting but unfortunately the Wi-Fi signal at the location was too weak. The meeting was recorded and an edited version will be posted on the OPCC website for the public to watch.

During the second formal part of the meeting as well as standard agenda items such as force performance, finance and an update regarding the Strategic Alliance; Detective Superintendent Steve Cullen presented a report on the forces response to Domestic Abuse and Sexual Offences and answered questions posed by Dr Wood and myself.

## **11) Child Sexual Exploitation (CSE):**

This is a specific agenda item (Item 3) therefore in addition to the information in this report I will provide the Panel with a verbal update.

Following the Police and Crime Panel meeting held on 26<sup>th</sup> September I have continued to progress this key area of work. On 1<sup>st</sup> October 2014 I met with Sue Ross, Warwickshire County Council Head of Safeguarding, to continue our discussions around the development of the Warwickshire Multi Agency Safeguarding Hub (MASH) concept. Within this discussion was very much a focus on vulnerable children and the current emerging national themes around child sexual exploitation, principally as a result of the Rotherham cases. Sue was very supportive of the Multi-Agency Safeguarding Hub concept and developing it with Warwickshire partners. In the first instance it was felt priorities should be focussed towards children and their protection. It has left it for Sue to start initiating work streams and structures, in order to progress the development of the concept. I will keep a close eye on progress in this area.

On 4<sup>th</sup> November, Chris Lewis, OPCC Policy and Research officer, attended an action plan meeting on my behalf to review the Rotherham report and consider its impact in a Warwickshire context. Developing a problem profile around CSE for Warwickshire is an ongoing process which I am working hard to push forward. I am doing so by working closely with DI Nigel Jones, Warwickshire Police CSE lead and in addition to this I am in the process of funding a stream of work with Barnardos in the context of CSE.

Recognising that the appropriate support services are key for victims of CSE I am engaged in early dialogue around helping to fund NHS commissioned dedicated paediatric forensic examiners to provide services to the Sexual Assault Referral Centre ( Blue Sky Centre at George Eliot Hospital, Nuneaton). This is in order to provide the correct forensic recovery and paediatric care service should a child victim of sexual assault present at the centre.

**Appendices:**

Appendix A – PCC written response to the Police Foundation Report and Terms of Reference of Regional Governance Group

Appendix B – Letter from PCC to the Home Secretary in response to the HMIC Core Business report

5th November 2014

## **Response to the Police Foundation Independent Review of Warwickshire and West Mercia Strategic Alliance by Warwickshire Police and Crime Commissioner Ron Ball**

When Bill Longmore and I commissioned this review of the Strategic Alliance it was on the clear understanding on my part that we would get a frank, thorough, warts and all report from the Police Foundation and they have not disappointed. The Police Foundation were allowed unfettered access to whoever they wanted to talk to and that is evident from the final product. My response to the report I will split into three parts.

Firstly, it is very gratifying to note the comments about the remarkable success of the Alliance and it is probably true that we could and should do more to herald that success. What has been achieved is unique and is a tribute to those who have led and managed this complex project with no discernable impact on performance.

Secondly, the authors have identified a number of areas where we can do things better. The report has already triggered work in some areas and added impetus in others and I will outline below the key work that is ongoing at the moment that will significantly benefit the Alliance overall.

Thirdly, the authors and I are unlikely to agree over some issues for example single leadership. It is clear that their view is that both forces should merge. The report lists a number of what they see as advantages in doing that. It is a pity that the balancing arguments of what Warwickshire would lose by that arrangement have not been addressed. Equally, it is a shame that the report as originally commissioned does not suggest any innovative proposals to improve the leadership of the Alliance and merely focuses on leadership in a traditional merger between two forces.

I am delighted that the report was commissioned and generally I am pleased with the content. I view this whole exercise as an example of me doing my job in an open and transparent way.

As a direct consequence of the report the following work is being progressed:

- Governance in the Alliance has been discussed between both Commissioners and both Chief Constables during Alliance Governance Group meetings. DCC Anthony Bangham is currently reviewing governance structures across the alliance in conjunction with DCC Lewis Benjamin.
- The Audit Committee, together with the Treasurer have been tasked with reviewing a range of issues to ensure value for money is being achieved. The areas to be focussed upon will be selected by the Committee themselves and not dictated by either the Commissioners, or the Chief Officers.
- The Treasurer is undertaking a review to identify potential areas in Enabling Services that may be suitable for outsourcing.
- A review of Information Technology across the Alliance by the Blue Light Foundation has been commissioned and a report proposing a future Alliance IT Strategy will be produced by December 2014 / January 2015.
- A review of Human Resources will be undertaken involving external scrutiny. The terms of reference for this review are currently being finalised.



## Appendix B

- The location of Professional Standards Team within the Alliance structure is currently under review and will be discussed further at future Alliance Governance Group meetings.
- The Treasurer has been directed to review the reserve position for both Forces and to adjust the medium term financial plan as a consequence.
- A significant programme of recruitment is underway for both Constables, Police Community Support Officers and Special Constables.
- Regular (2 weekly) PCC, DPCC, Chief Executive meetings now take place between both Offices of Police and Crime Commissioner teams.
- Alliance Strategic boards for Cyber, Rural and Business Crime have been established to improve governance and partnership working in those areas.
- Regional governance is in the process of being improved and is the subject of regular discussion with regional partners. Terms of reference for a Regional Governance Group have been agreed and attached for information.

Finally, as mentioned earlier the issues of merger and single leadership have been discussed at length amongst both PCC's and the two Chief Constables and their Chief Officer teams. It would be fair to say that opinions on the issue do differ, but my stance is absolutely clear. For my term of office Warwickshire will remain a separate Force within the Alliance, with its own Chief Constable, thereby maintaining local democratic accountability for policing and providing strong leadership and responsibility for providing effective policing in Warwickshire.

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<b>Meeting:</b>	<b>West Midlands Collaboration Board</b>
Purpose of group:	<ul style="list-style-type: none"> <li>• Secure greater efficiency and effectiveness in the use of public resources</li> <li>• Protect the public from risk and harm</li> <li>• Improve public trust and confidence in policing</li> <li>• Assist in meeting the statutory duties placed on Commissioners and Chief Constables in respect of collaboration</li> </ul>
Status	<p>The Board has decision making capacity to the extent provided by the attendance of the Commissioners and Chief Constables or their representatives with appropriate delegated authority to act on their behalf.</p> <p>The Board recognises and respects the primacy of decision making and accountability duties which fall to individual Commissioners, including their duty to publish information.</p> <p>All decisions are subject to the individual organisations' Corporate Governance Frameworks and Financial Regulations</p> <p>Each Police and Crime Commissioner and Chief Constable will continue to develop and implement their Police and Crime Plans reflecting the needs of their respective communities with the work of the West Midlands Collaboration Board contributing to those plans</p>
Frequency:	Quarterly
Chair:	Police and Crime Commissioners on an annual basis
Attendees :	Police and Crime Commissioners, Chief Constables and Chief Executives for Staffordshire, Warwickshire, West Mercia and West Midlands or their representatives
Core terms of reference:	<p>1. Strategic planning, within policing and with other partners:</p> <ul style="list-style-type: none"> <li>• Consideration of strategic opportunities, threats, risks, interdependencies, lessons learnt, legislation and other issues that impact at the regional level, both within and outside of policing.</li> <li>• Agreement of appropriate action necessary as a result of strategic issues or environmental scanning. Exercising national influence on matters of regional importance.</li> <li>• Identification and development of collaborative working proposals, the instigation and consideration of business cases.</li> <li>• Consideration of the legitimacy of collaborative activity with debate and challenge as appropriate.</li> </ul>

	<ul style="list-style-type: none"><li>• Working with other partners, with invitations to the Governance Board as appropriate, to ensure that relevant issues within the broader environment are understood and debated and appropriate action is taken.</li></ul> <ol style="list-style-type: none"><li>2. To exercise the requirements of the Police Act 1996 and Police Reform and Social Responsibility Act 2011 in ensuring the ethical, effective and efficient delivery of collaborative policing functions. To include, but not be limited to: -<ul style="list-style-type: none"><li>• Regional Organised Crime Unit (ROCU), including work with the National Crime Agency</li><li>• Central Motorway Policing Group (CMPG)</li><li>• Other regional partnerships with non-policing partners e.g. NHS, Public Health, criminal justice agencies, local enterprise partnerships, etc.</li><li>• Regional / local delivery arrangements for the National Police Air Service (NPAS)</li><li>• Regional procurement arrangements and national frameworks</li><li>• Common approaches and consistency of activities that influence the above</li></ul></li><li>3. Exercise the powers and duties of Chief Constables and Commissioners in respect of any relevant collaboration agreements.</li><li>4. To plan and prepare, together or in support of national arrangements to meet the requirements of Strategic Policing Requirement, including consideration of the impact of national policing requirements</li><li>5. Commissioners and/or Chief Constables will agree a rolling annual work plan through the commissioning of reports to fulfill the terms of reference.</li><li>6. To commission specific pieces of work or arrange events that aid regional working arrangements e.g. reviews, presentations from partners, forums.</li><li>7. To agree external communications regarding regional collaborations, within policing and with other partners</li></ol>
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<p>Input to meeting - as required:</p>	<ul style="list-style-type: none"> <li>• Reports and briefings on counter-terrorism matters</li> <li>• Strategic Policing Requirement</li> <li>• Proposals / Business Cases</li> <li>• Environmental Scanning report</li> <li>• Reviews</li> <li>• HMIC reports</li> <li>• Audit reports (by exception)</li> <li>• Collaboration Risk Register</li> <li>• Performance monitoring reports</li> <li>• Financial monitoring reports</li> <li>• Presentations (including from partners)</li> </ul>
<p>Linked meetings:</p>	<ul style="list-style-type: none"> <li>• NPAS Board</li> <li>• National Criminal Justice Council</li> <li>• Regional SARC Board</li> <li>• Regional Public Healthcare Board</li> <li>• Joint Counter Terrorism Oversight Group</li> <li>• National Policing Counter Terrorism Board</li> <li>• NCA Board</li> </ul>
<p>Meeting support:</p>	<p>Dates, agendas, minutes, action records – West Midlands OPCC</p>



2 October 2014

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Rt Hon Theresa May, MP  
Home Secretary  
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**Ron Ball**  
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Dear Theresa

**Response to HMIC report on Core Business: an inspection of crime prevention, police attendance and the use of police time**

I look upon HMIC reports as a potentially valuable tool in helping me in my role of holding the Chief Constable to account. In the case of this report, the unacceptably short timescale I had to review the report and the lurid headlines it generated, meant that I had to devote a great deal of time and effort to dealing with the media storm the report generated.

Far from assisting me, the net result was to unfairly undermine local confidence in our police. With sufficient notice I could have pointed out that – for instance – Warwickshire’s reductions in domestic burglary are more than twice those of our nearest competitor amongst our Most Similar Forces and that Warwickshire are one of only eight Forces who are deemed to perform well on domestic abuse. It can be argued – and I would argue this quite strongly – that the Chief Constable is deploying his limited resources intelligently and achieving the best outcomes for the citizens of Warwickshire.

On a general point, I do not think HMIC can take what I would consider to be a naïve view that you are not responsible for how the media deals with your reports. Given the continuous inspection regime you now preside over, and given the nature of the media we have, you have the potential to seriously undermine public confidence in policing and headline grabbing press releases accompanying your reports are extremely unhelpful.

We need to work together. To be effective I need to be able to trust the integrity of your reports (which I do), and to use them as a basis for robust discussions with my Chief Constable. As you will see from the rest of my response to the report, I accept that it has highlighted areas where improvements can be made. That would have been the case without the barrage of negative publicity which forced me into a position of attacking the report itself. That is not a position I want to adopt with HMIC reports, but I don’t feel, in this instance, that you left me any choice.

We both have the same objective – ensuring that people in England and Wales get the most effective and efficient policing from ever diminishing resources. In order to do that we do need to work together.

Rt Hon Theresa May, MP  
Home Secretary

I do not want to devote large amounts of time responding to misleading stories generated by a media who we all know will only superficially scan your reports and focus on your Press Releases. I would urge you to adopt an objective approach when placing your reports in the public domain. Headlines should be reflective and balanced, not attention seeking and unhelpful.

Having said all that, I welcome and note the HMIC's report into Warwickshire Police's approach to crime prevention, police attendance and the use of police time. The report acknowledges that there is some very effective work taking place in Warwickshire in the areas inspected.

The HMIC report also makes some clear specific recommendations for Warwickshire Police which have been considered in detail by the relevant business area lead in the Force. A Force level action plan has been developed, which will be overseen by the Assistant Chief Constable for Local Policing, to ensure that the improvement activity required to address the specific recommendations made, takes place.

I would make the following comments on the three areas covered by the inspection.

### **Preventing crime**

The report makes reference to the lack of an overarching Crime Prevention Strategy. A draft Force Crime Prevention Strategy has now been completed and is being consulted upon at the present time.

This strategy will be supported by local policing area delivery plans, which will include local tasking and have a strong emphasis on delivery and outcomes. Activity against these plans will be driven by the local area tasking and co-ordinating group and shared learning in this area will take place through the Force Local Policing Directorate Management Group.

Crime prevention is delivered in partnership and we have a very good record in Warwickshire Police of working effectively with statutory and voluntary sectors to reduce crime and provide public reassurance.

All Warwickshire Officers can offer basic crime prevention advice, but we must in my view maximise the use of the 50,000 neighbourhood watch members in the county, volunteers, the County Council, District and Borough Councils, together with the public, to raise awareness in this area. The government also has an important role to play in ensuring that key crime prevention messages are embedded throughout society.

Rt Hon Theresa May, MP  
Home Secretary

The report makes reference to the need to provide more detailed intelligence and information for operational staff. Fully staffed Local Harm Reduction Teams including Crime Prevention Design Advisors provide support to each Local Policing Area team (LPA). In addition, three Problem Orientated Policing Co-ordinators provide support to each LPA to address local issues and priorities. These staff together with force analytical resources produce analytical and intelligence products to assist with the effective deployment of police resources to prevent crime.

Force daily tasking processes provide credible evidence that on a daily basis officers and staff are being deployed with a view to preventing crime, be it targeted patrolling or other key preventative tasks.

The report refers to a lack of formal crime prevention training.

Crime prevention is very much embedded into Warwickshire Police's initial response to victims of crime and anti-social behaviour. Action plans and case management plans are used to combat crime series and high risk incidents. Supervisors and managers provide scrutiny in this area to ensure that a high quality of service is delivered. Even so in the light of this report the availability and benefits of suitable crime prevention training to relevant staff will be reviewed by the Force Harm Reduction Manager and this action is contained in the action plan referred to earlier.

### **Crime recording and attendance**

Warwickshire Police exists to protect the public from harm, which means death, injury, loss and distress. The Force achieves this by managing the risk associated with these harms. It works in partnership to deliver crime prevention as outlined and it focuses on the highest harm causers and concentrates its resources in areas of the county suffering the highest harm, in my view this represents an intelligent use of police resources.

In Warwickshire the criminal is pursued and not necessarily the crime. Catching criminals is the most effective way of reducing crime.

Physical attendance at crime scenes is objectively assessed taking into account threat, risk and harm and an objective view of the solvability of the crime and the vulnerability of the victim.

On this basis we do not send officers to every crime scene, but the Force does investigate every crime reported.

As the inspection highlighted the crime scenes of certain categories of crime are always attended e.g. sexual offences, domestic abuse and anti-social behaviour.

Rt Hon Theresa May, MP  
Home Secretary

When the report was released a particular media focus was the fact that the Force attends 39% of all crime scenes, this being the lowest in the country, this slant completely overshadowed all of the good work that the Force does on a daily basis and it has no doubt adversely impacted on public confidence in Warwickshire Police, which is of a great concern to me. My earlier comments regarding the publication of HMIC reports outline my concerns on this point.

The day the report was released I publicly defended the Force approach and I support the Chief Constable's view on this, as I have outlined above.

Many of the findings in the report in this area and 'Freeing up time' have been addressed by the introduction of an electronic crime recording system within Warwickshire Police, which has standardised the processes for deployment to incidents and the initial investigation of crime.

Other issues raised under this section have been incorporated into the Force action plan.

### **Freeing up time**

The Force, in alliance with West Mercia, is just about to embark upon the next significant change programme called StraDA in order to deliver the budget reduction required by the comprehensive spending review two. Central to this programme is a six month project which has already commenced which is being led by a senior police officer to comprehensively understand every demand that is placed upon both Forces within our alliance. Once established this work will lead to further restructuring of both Forces to make them both even more effective and efficient by wisely deploying all of the available resources to address demand in all of its guises.

Yours sincerely

A handwritten signature in black ink that reads "Ron Ball". The signature is written in a cursive, slightly slanted style.

**Ron Ball**  
Police and Crime Commissioner