



## Contents

1. Foreword .....	3
2. Executive Summary .....	4
3. Warwickshire - Policing Our Area.....	6
4. Understanding what is important to you .....	10
5. Creating a safer, more secure Warwickshire.....	12
6. Putting victims and survivors first .....	13
7. Ensuring efficient and effective policing.....	15
8. Protecting people from harm .....	19
9. Preventing and reducing crime.....	22
10. Our resources .....	25
11. Working together .....	26
12. Performance, assurance, accountability and transparency .....	27
13. Web links.....	29

## 1. Foreword

I am delighted to present my first Police and Crime Plan, which aims to create “A safer, more secure Warwickshire” for all our residents, communities, businesses and visitors.

In creating this plan I have listened very carefully to the views of the public and victims of crime, both during my election campaign and through the comprehensive public consultation I carried out upon taking office. I have also met with police officers and staff to seek their opinions, as well as the partner organisations involved with community safety and the many voluntary and third sector organisations who enhance the delivery of a fair policing and judicial process.

The nature of crime is changing and the way our communities are policed needs to reflect that, while also recognising that the public rightly expects strong and visible community-based policing as its bedrock.

I have been extremely impressed by the professionalism and dedication of the officers and staff of Warwickshire Police, who work tirelessly to protect our communities. Through this plan I will ensure that the officers and staff of Warwickshire Police are properly recruited, trained and motivated to detect and deter crime and protect the vulnerable, with the right technology in place to deliver an efficient and effective service to the public.

Strong foundations are already established and I want to



**Philip Seccombe TD**  
Police and Crime  
Commissioner for  
Warwickshire

build upon these to deliver continuous improvements and a better service for the public. I look forward to working with Chief Constable Martin Jelley to make this a reality. While challenging, the plan is achievable and outlines how I will hold the Chief Constable to account in delivering it.

Another important part of my role is to ensure that partnerships are effective and provide protection and support for the most vulnerable in our society. This plan will work alongside the Warwickshire Community Safety Agreement to achieve this and I will also ensure that public monies are targeted to encourage organisations to deliver outstanding services, especially to the victims of crime.

No plan can ever be static, so I will ensure that it is reviewed and updated regularly to take account of changing circumstances and new developments. Your views will continue to be important in this process and I look forward to meeting many more residents, as well as Warwickshire Police officers and staff, during my four-year term of office so that I can hear at first-hand what is important to you.

I am delighted to support this Police and Crime plan for Warwickshire, which sets out the framework for how we will police our county. I share its desire to deliver a policing service which is fit-for-purpose and meets the needs of the communities we serve, while ensuring that protecting people from harm is at the core of everything that we do.

I am committed to working closely with the Police and Crime Commissioner, Philip Seccombe, to deliver the best policing services we can with the resources that we have, working with our partners to help keep people safe.



**Martin Jelley**  
Chief Constable,  
Warwickshire Police

## 2. Executive Summary

As the newly elected Police and Crime Commissioner (PCC) for Warwickshire one of my first responsibilities is to publish a Police and Crime Plan which sets out how I will work with the police and other statutory, third sector and voluntary agencies to deliver my objectives for the next four years. Partnership working is strong in Warwickshire despite growing pressure on resources and working together will be essential to the delivery of this plan.

As Commissioner I have a statutory duty to secure an efficient and effective police service for

Warwickshire and to ensure the Chief Constable and the force are accountable and responsible to the communities it serves.

I have prepared the plan after listening to what you have told me during my election campaign, through my consultation, and in the letters, emails and comments that you have sent to me. It has been prepared after careful consideration of the plans and priorities of all those agencies, groups and people already working hard to keep Warwickshire safe.

**The four key objectives of my plan are:-**



This is the first version of my Police and Crime Plan which covers the period 2016 - 2021. The Plan will be reviewed every two years to ensure my objectives still reflect the needs of Warwickshire's

communities, to take account of new and emerging issues for crime and policing, and to provide more information on any new governance arrangements and potential future expansion of the PCC role.

## **As Police and Crime Commissioner my duties are to:**

- Hold the Chief Constable to account for the operation and performance of the police force.
- Set the precept (the charge for policing services to be paid by council tax payers) and the budget for Warwickshire Police.
- Listen to the public, including victims of crime, local communities and businesses, to take account of their views and report back on actions taken.
- Appoint and where necessary dismiss the Chief Constable.
- Publish, review and update the Police and Crime Plan.
- Work with and, where appropriate, hold to account local councils and other statutory and non-statutory agencies to support reductions in crime.
- Fulfil my statutory role to ensure the protection of the public and in particular the safeguarding of vulnerable children and adults.
- Ensure that principles of equality and recognising diversity underpin all of this work.

In the same way that I hold to account the work of our Chief Constable, it is right that someone monitors how I am performing. This duty is carried out by the Warwickshire Police and Crime Panel, made up of county, district and borough councillors and independent members, who at regular public meetings scrutinise, support or challenge my actions and decisions.

Although as detailed above, I have a number of significant duties, it is important to note that the role of Police and Crime Commissioner does not extend to operational policing. In swearing my oath of office I have declared that I will respect and not interfere with the operational independence of police officers.

## 3. Warwickshire – An overview

Accurately understanding the needs and vulnerabilities of the community and how best to police the area is vitally important and among the main considerations of any Police and Crime Plan.

There are a number of key assessments and strategies that assist the police and partners to understand these needs, which include the Alliance Strategic Assessment, the Alliance Control Strategy, the Office of National Statistics Crime Survey for England and Wales and the Community Safety Partnership Strategic Assessments.

I have taken into account the findings of all of these assessments to formulate this plan to ensure the needs of the communities in Warwickshire are fully recognised.



### People and Communities:

Warwickshire has a growing and diversifying population of 548,729 and consists of 763 square miles, bordered by seven neighbouring authorities. It is a two-tier authority area, with a County Council and five District and Borough Councils. Warwickshire Police shares the same overall county boundary.

No community ever stands still and as the population of Warwickshire continues to diversify, I will work to foster continued cohesion amongst all sections of society. In the current political climate following the EU referendum result and the pending 'Brexit', it is more important than ever that we promote communities that are fair, tolerant and respectful while also celebrating difference, offering protection to the most vulnerable and observing and respecting the law.

Policing is delivered by consent and forces should reflect and be drawn from the diverse populations

they serve. I will support the Chief Constable in ensuring the workforce of Warwickshire Police continues to move towards being more representative of the communities within the county.

The county has a mix of urban and large rural areas, with a range of differing issues in each. Such a diverse area requires a variety of approaches to policing and Warwickshire Police must manage the challenges that this presents.

Approximately 68,500 new homes are proposed to be built in Warwickshire by 2026, so it is important to recognise the future challenges this will bring. In addition, the first phase of development of High Speed 2 (HS2), the high speed rail line between London and Birmingham, is likely to commence during the life of this plan. This will have a significant impact on the whole of Warwickshire, in particular on the arterial roads.

## Policing Our Area:

Warwickshire Police's vision is 'Protecting People from Harm', an aspiration which I share, along with the Chief Constable's desire for the force to become 'Great at Protecting the Most Vulnerable'. Together they underpin the content of this plan.

Warwickshire is a fundamentally safe place to live, work and visit but as the nature of crime changes, policing needs to change with it. While traditional acquisitive crime has shown year-on-year reductions, new threats and challenges have emerged. As the revelations of recent years have shown, there can be no complacency in ensuring children are protected from the risk of sexual exploitation, while the threat of increased terrorism also brings new dangers. Advances in technology are also fundamentally

changing the nature of crime, with cyber-related offences continuing to grow and the global nature of the threat posing real challenges for how such criminality is policed.

To deal with this new landscape, the police response is now based on an approach called THRIVE, which helps them to assess how best to respond to a report of a crime or problem. (It stands for Threat, Harm, Risk, Investigation opportunities, Vulnerability of the victim and the Engagement level required to resolve the issue.) This means that Warwickshire Police makes an individual assessment of every incident, so they can fit the action they take to the particular circumstances.

**To provide our communities with the best possible service, I have agreed with Chief Officers and my counterpart in West Mercia a set of core values. We will:**

- Listen and engage
- Take pride in our professionalism and standards of behaviour
- Use professional judgement and be courageous in making decisions
- Seek out better ways of working
- Lead with confidence and do the right thing
- Work in partnership to provide the best service we can

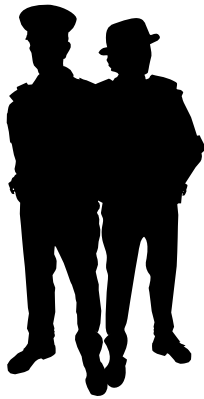
Supporting these core values is the College of Policing Code of Ethics, which sets the standards of professional behaviour that are expected of every member of the workforce. Ethical behaviour comes from the values, beliefs, attitudes and knowledge that guide the judgements of each individual police officer, member of police staff or volunteer.

The nine policing principles are:

- Accountability
- Integrity
- Openness
- Fairness
- Leadership
- Respect
- Honesty
- Objectivity
- Selflessness

These principles, along with the core values, should be embedded within the organisation, and my office, to underpin every decision and action across policing which in turn will support the delivery of my Police and Crime Plan.

## Warwickshire Police in numbers:



Police Officers



Student Officers  
(less than two  
years' service)



Special  
Constables



Police Community  
Support Officers  
(PCSOs)



Police Staff  
(excluding PCSOs)



Police Support  
Volunteers

831	12	176	103	637	49
813.55	12	n/a	96.47	588.23	n/a

**Actual number**  
Full time equivalent (FTE)

*Figures correct as of March 31, 2016*





## Working in alliance with West Mercia Police

Warwickshire Police is in a formal strategic alliance with West Mercia Police. This means that below the rank of Deputy Chief Constable all the functions of both police forces are combined.

Both Warwickshire and West Mercia are led by a Chief Constable and a Deputy Chief Constable and retain their own identities. Two Assistant Chief Constables (Local Policing and Protective Services) and two Directors (Finance and Enabling Services) are responsible for the delivery of policing services across both force areas.

In 2015/16 the Alliance had a combined workforce of 5,266 officers and staff, to deliver protection across West Mercia and Warwickshire, further supported by Special Constables and other police support volunteers.

Policing is delivered across policing areas based on county boundaries. In Warwickshire it is led by a local Chief Superintendent responsible for local policing - including Safer Neighbourhood Teams, response teams, local investigation and harm reduction. I am pleased that this new model places an increased focus on Warwickshire.

By working together, streamlining processes and reducing duplication in service provision, both forces are able to deliver high quality, value for money policing within the available resources. We are better able to protect officer and staff numbers and thereby maximise the protection that the public receive, with

a focus on maintaining frontline policing services. For example, significant savings are possible in terms of the provision of Information Communications and Technology (ICT), buildings and vehicles by the economies of scale possible across the two organisations.

It is unlikely that Warwickshire Police would have been able to make the scale of savings necessary in the past few years had it chosen to stand on its own. I am therefore very supportive of the Alliance and believe the current arrangements serve both Warwickshire and our partners in West Mercia Police very well. Both forces benefit from greater resilience as well as the combined skills, experience and cultures that the wider workforce can bring. A programme of work is being undertaken to strengthen and deepen the Alliance further.

I do however think it is vitally important that the people of Warwickshire continue to have a strong voice within the Alliance to represent their interests and ensure they are acted upon. That, in my view, is best achieved through the retention of separate Police and Crime Commissioners and Chief Constables for each force. I do not believe a full merger would be in the best interests of Warwickshire and have agreed with my counterpart at West Mercia that there should be no further discussions to this end during my term of office. I will however continue to seek other opportunities to collaborate across policing and other parts of the public sector, where it makes sense to do so for each partner and there is strong local support for change.



## 4. Understanding what is important to you

A fundamental part of my role as Police and Crime Commissioner is to give a voice to the public and work with other services to ensure the safety of the community and deliver effective criminal justice. As such I will seek throughout my term of office to fully understand the issues that are important to you.

Prior to putting this plan together, I ran an eight-week consultation to give members of the public, partner agencies and victims of crime the chance to tell me the priorities which are most important to them. I am pleased to report that the consultation showed very broad support for the priorities and objectives which are contained within this Police and Crime Plan.

In the discussions I have had with the public during my election campaign and since taking office, a number of key concerns have emerged. In particular, you have told me you would like to see:

- Greater police visibility and accessibility
- A continued focus on investigating crimes which have a high impact on victims and cause the greatest harm to communities
- Improved roads policing with a focus on poor and dangerous driving and speeding
- An improved 101 service and better police response times
- A continued focus on crime in rural areas
- Greater youth engagement and programmes to educate and divert young people from crime
- Continued support for victims of crime and anti-social behaviour
- Improvements in the way firearms licences are issued, with reduced waiting times for the processing of first time applications and renewals.

This Police and Crime Plan has been formulated to take account of this feedback.

Other issues of nuisance behaviour are also frequently raised with me and in correspondence to my office, such as inconsiderate parking, noise nuisance, dog fouling and fly-tipping. In many situations it is not the role of the police to address these issues, as the powers to deal with them are held by other agencies. It is however my expectation that when these issues are raised with police, you are correctly and courteously signposted to the agencies who can help to resolve them. I will also work closely with partner agencies to seek continued improvements in community safety.



## Having your say

I want to ensure that Warwickshire communities have a strong voice on policing. Listening to the views of local people provides me with valuable information about what works, what does not work and how we can do better. I am committed to consulting and engaging local people in the planning, delivery and ongoing enhancement of all areas of policing.

### **My approach to engaging with the public will include:**

- Face to face dialogue
- Attendance at community events, meetings, conferences and workshops
- Use of surveys and online polls
- Formal public consultations on a variety of topics, including the Police and Crime plan and setting the policing precept
- Use of online media and social media applications
- Using our networks of elected members and community champions
- Listening to Independent groups such as the Trust, Integrity and Ethics Committee (TIE), Independent Custody Visitors (ICVs) and Independent Advisory Groups (IAGs)

Communication should be two-way and I will ensure I provide you with information to help you participate in the conversation. I will be open and transparent in the way that I conduct my work and I will also keep you informed about what I am doing and the progress towards delivering this plan and tackling the issues you have raised, with further detail on how I will achieve this to be published in my engagement strategy.

I will achieve this by publishing updates on my website and a monthly email newsletter, being open and

accessible to the local media, producing an annual report, as well as attending community events. I will also ensure that my office adheres to statutory publication scheme requirements and maintains a Freedom of Information disclosure log on my website.

It is also important that I listen to the workforce of Warwickshire Police and the views of our key stakeholders, whose job it will be to embed and deliver this plan on my behalf.

### **My approach to engaging with the stakeholders and the police will include:**

- Regular visits to police stations engaging with all teams
- Attending and influencing strategic police meetings
- Making best use of internal force communication channels
- Reviewing the force annual staff survey to understand what the workforce are saying and their concerns
- Meeting with key local partnerships
- Providing a grants scheme to address the priorities of this Police and Crime Plan.

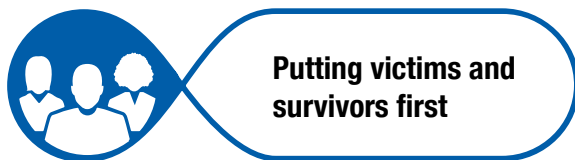
I want to ensure everybody who wants to get involved in influencing current and future service provision and enhancing the quality of life for people across Warwickshire has an opportunity to express their views.

Warwickshire Police must also be easily accessible to you so I am committed to work with the Chief Constable to improve the range of options you have to contact Warwickshire Police, through better use of technology to provide an enhanced and more efficient service and a stronger customer focus.

## 5. Creating a safer, more secure Warwickshire

In this plan I aim to ensure that Warwickshire Police is transformed to meet the changing nature of crime and is fit-for-purpose for the challenges of the next five years and beyond. By working closely and effectively with partners we can create a safer, more secure Warwickshire for everyone.

The plan is organised into four main objectives:



In each objective I have been clear on what my approach will be, what I will hold the Chief Constable and others to account for, and what outcomes I am seeking to achieve.

A separate Delivery Plan will detail the precise activity which will be undertaken to achieve these objectives, as well as stating who will deliver each element, how progress will be monitored and what success will look like.

I want to ensure that outcomes are based on what works best, with my office and the force using evidence-based policies to support the delivery of the objectives in this plan. I will look to work with research experts to ensure that the Delivery Plan is clear, rigorous and has meaningful outcomes that can be measured effectively.

The Delivery Plan will be published on my website and updated on a quarterly basis to show the progress being made against each of the objectives. It will also be reviewed externally by the Police and Crime Panel's Planning and Performance Working Group.

You can read more about each of the objectives on the following pages.



## 6. 'Putting Victims and Survivors First'



**No one asks to become a victim of crime and it is therefore vital that they receive the right level of service and support when they do. As Commissioner I also recognise that some people see themselves as victims, others as survivors of crime. I will put them at the heart of the criminal justice system and make them the central focus for Warwickshire Police and partner agencies at all stages, to assist victims and survivors of crime to cope, recover and achieve justice.**

I have a statutory duty to consult with victims of crime on my Police and Crime Plan. I have found this extremely valuable and it has enabled me to gain an understanding of what works well in the county and where there is room for improvement along a victim's journey.

Often victims have never been in this situation before, and therefore do not know where to turn to for help and advice. There are a number of agencies and services across Warwickshire supporting victims of crime. As Commissioner I have responsibility for the commissioning and funding a range of support services, including for those victims who do not wish to formally report their crime. It is important that all agencies and support services within the criminal justice arena are joined up and offer a consistent approach to victim care.

Every victim is different, as a consequence of their age, gender, ethnicity, religion, disability, health or sexual orientation. Some victims are more vulnerable than others, which is why it is important to ensure that a victim receives support tailored to their individual needs to aid their recovery.

The **Ministry of Justice Code of Practice for Victims of Crime 2015** sets out the services that

must be provided to victims of crime by organisations in England and Wales. I will be working closely with the multi-agency Local Criminal Justice Board (LCJB) to monitor and improve compliance with this code.

The code also sets out that every victim is entitled to receive information about Restorative Justice and how they can take part. Restorative Justice is a process that can bring closure to a victim by engaging with the offender to explain the impact the crime has had on them and seek to find ways of making amends. It is an opportunity many victims are unaware of, but is known to prove beneficial both for victims and offenders. I am committed to improve the awareness and application of this form of resolution, when it is appropriate for the victim.

People who have witnessed a crime also need help and support. As a witness, you are helping to ensure justice is done and you should be treated by all those in the criminal justice system in a respectful, sensitive and professional manner, without any kind of discrimination. The **Ministry of Justice Witness Charter 2013** sets out the standards of care you can expect if you are a witness to a crime or incident in England and Wales. I will be working closely with Warwickshire Police and the Local Criminal Justice Board (LCJB) to ensure compliance with this charter.

## My approach will be to: -

- Publish a Victims' Charter which will set out my personal commitment to victims and survivors of crime.
- Work with and influence partners to ensure that victims are placed at the heart of the criminal justice process. They should experience high quality, joined-up support which is tailored to their needs.
- Ensure all the services I commission or fund through my grant scheme to support victims are working effectively and helping victims to cope and recover from what they have experienced.
- Monitor and improve through the Local Criminal Justice Board multi-agency compliance with the Code of Practice for Victims of Crime.
- Work with and influence key partners via the Alliance Restorative Justice Strategic Board to embed restorative justice with all key agencies.
- Continue to work with voluntary and third sector agencies to improve support for victims and, where funding is provided, a rigorous performance management process will be applied.
- Work closely with Warwickshire Police and the Local Criminal Justice Board (LCJB) to monitor and ensure compliance with the Ministry of Justice Witness Charter.

## I will hold the Chief Constable to account for delivering the following objectives:-

- Delivering the policing elements of my Victims' Charter by providing a consistent approach to victim care, ensuring officers and staff demonstrate the right attitude, skills and knowledge to support victims of crime and anti-social behaviour.
- Providing a tailored response to the most vulnerable and intimidated victims in society.
- Continuous improvement of compliance with the Code of Practice for Victims of Crime.
- Ensuring the police provide a consistent approach to offering and providing access to restorative justice services.
- Providing victims the ability to track the progress of the investigation into their crime online and ensuring that updates are regular, timely and accurate.
- Demonstrate Warwickshire Police's compliance and continuous improvement with the Ministry of Justice Witness Charter.

## As a result of this plan I aim to:-

- Improve satisfaction of victims with the service they receive from Warwickshire Police and other agencies involved in criminal justice.
- Improve the quality and consistency of support services for victims and survivors of crime.
- Tailor the support the force and funded services offer to our most vulnerable and intimidated victims to reduce the risk of them becoming repeat victims.
- Improve compliance with the Code of Practice for Victims of Crime.
- Embed Restorative Justice across the county. This will be measured through the development of a multi-agency performance framework and via my annual survey.
- Use the results of surveys of victims and survivors of crime to influence partners to improve victim-focused services.
- Enable victims to track the progress of their crime online.
- Improve compliance with the Witness Charter.

## 7. 'Ensuring Efficient and Effective Policing'



**Residents and businesses have made it repeatedly clear to me that they want to feel the police are a visible part of their community. A key part of my police and crime plan is a commitment to increasing the numbers of police officers, special constables, and Police Community Support Officers (PCSOs). Warwickshire Police is however one workforce and it is important to recognise that none of the work of our frontline staff would be possible without the support of police staff, who may appear less obviously visible to the public but are nonetheless vital to an effective and efficient service.**

The financial climate remains an important part of the context within which the force operates. Getting the greatest impact for every pound spent is crucial and Warwickshire taxpayers deserve to know their money is being well spent. The pressure to deliver policing as efficiently and effectively as possible remains – alongside the need to adapt and evolve to meet the needs of our communities and the changing nature of crime. I will ensure that Warwickshire Police is ahead of the game in responding to these changes, while also recognising the public's desire to see locally-focused officers on the beat in communities across Warwickshire, enabling people to feel safer and more secure.

To enable this to happen a transformation programme is required to ensure the force has the right expertise and innovative thinking it requires to embrace the future. I will support the Chief Constable in implementing the Alliance 'Looking to 2020' programme and will encourage the continued development of new and innovative ways of working, with a focus on wider collaboration with other public services. This will in turn offer value for money on revenue and procurement.

Along with the Chief Constable I want the future of policing for Warwickshire and the Alliance to be:

1. Agile, intelligence-led, preventative and pro-active.
2. Diverse, resilient and people focused.
3. Innovative; including working with our partners.
4. Able to predict and respond rapidly to changing demand; taking into account local and national policing priorities.

As Commissioner I will ensure our police are properly equipped, trained and motivated with the latest tools and technology to make our policing more efficient. This will help to reduce the time officers spend in police stations and more time out in the communities. Equally we need to invest in the health and wellbeing of Warwickshire officers and staff to ensure they are motivated and able to protect local communities. I will ensure there is a continued focus on this within the organisation.

For any member of the public contacting the police it is of vital importance that they receive the right service first time. Warwickshire's control room handles around 255,000 telephone calls for service each year, of which over 60,500 are 999 calls. Residents have expressed frustrations to me about the timeliness of responses to 101 calls and police response times. While the speed with which calls are answered and responded to is a key indicator, the quality of the response is just as important. I will monitor call-handling performance in conjunction with user satisfaction data for continued improvements, while also encouraging the force to develop further alternative methods of contact which embrace the new technology increasingly being adopted by the public.

Similarly, it has been regularly raised with me that the current arrangements for processing firearms applications in a timely manner are inadequate. I will support the Chief Constable in making improvements to the Alliance Firearms and Explosives Licensing Unit to ensure that its processes are fit for purpose and that wait times are brought in line with national averages.

Warwickshire has a portfolio of buildings for which I am responsible, including the two state-of-the-art, multi-agency Justice Centres situated in Leamington Spa and Nuneaton. Significant strides have been made

in recent years to rationalise the property portfolio, with collaboration with other public sector bodies a key part. I am keen to ensure that the buildings I am responsible for continue to be fit-for-purpose, fully occupied and are professionally managed.

Under the last Commissioner the decision was made to sell the former police headquarters at Leek Wootton. This sale will result in the Operational Command and Control room relocating to Neville House in Warwick but, importantly, ensures a call-handling service remains in Warwickshire. It will be my job to ensure that the sale of the building and land progresses and realises its maximum potential.

Prior to my term of office additional funding had been agreed for Operation Devonport until 2017/18. This gives Warwickshire Police significant additional resources in a number of business areas and at locations across the county, providing additional stability and flexibility to meet operational challenges, delivering greater protection for the public. Although I recognise the benefits this provides Warwickshire, with the change in the policing model that has taken place I believe it is now the right time to review the operation and look at how, in the long term, funding can be mainstreamed into police budgets.

## My approach will be to: -

- Work with my counterpart in West Mercia, John Champion, to provide governance and oversight of all the modernisation and transformation programmes taking place across the alliance.
- Fund over my term of office a significant programme of technology modernisation. This will include a rollout of mobile devices for frontline officers, enabling them to easily and quickly access and process the information they require without having to return to a police station, increasing the time they can be visible within communities.
- Scrutinise the police budget to ensure it is managed effectively and efficiently to enable officer numbers being maintained and where possible increased.
- In partnership with the Chief Constable, invest to save, so the force can be more adaptable and make best use of its resources.



- Support the Chief Constable to increase data quality in particular around compliance with national incident and crime recording standards.
- Support the internal Alliance Health and Wellbeing agenda for officers and staff, recognising the direct link between a fit and healthy workforce and achieving high levels of service for the public.
- Ensure the public can contact Warwickshire Police easily when they need to and, when they do, that they can be confident that they will receive a good service in a reasonable time.
- Scrutinise the estate strategy to ensure that we spend less on buildings overall, while ensuring that those we do hold or make use of are cost effective and fit-for-purpose.
- Support the Chief Constable in ensuring the force is more reflective of the communities in Warwickshire and treats all citizens fairly and respectfully.
- Promote the benefits of the Special Constabulary ensuring people with a broad mix of skills are encouraged to offer their time, with a view to increasing the impact and effectiveness of these roles have in supporting regular officers.
- Support the Warwickshire Police Cadets, Citizens' Academy and Police Support Volunteers schemes.
- Support the Chief Constable to review the current processes and performance of the Firearms and Explosives Licensing Unit and identify improved ways of working.
- Review Operation Devonport and work with the Chief Constable to look at how in the long term funding can be mainstreamed into regular police budgets.
- Oversee the Independent Custody Visitor scheme, whose role it is to visit police cells to check on the welfare of people held in custody.

## **I will hold the Chief Constable to account for delivering the following objectives:-**

- Ensuring a transformation programme for Warwickshire Police and the wider Alliance is implemented. This includes embedding into the force the ICT and telecommunication specialists required to deliver business practice and customer service improvements, remove duplication of effort and facilitate easier sharing of information.
- Maintaining a visible policing presence across Warwickshire.
- Increasing the number of police officers, special constables and PCSOs.
- Developing a performance framework to identify the outcomes and benefits of the Special Constabulary.
- Continuing to maintain, with the view to improving, the force's position of being above the national average for public confidence in the police.
- Improving the performance of the 101 service and making available other alternative methods for the public to easily contact the police, which reflect the changing ways the public increasingly wish to communicate with organisations.
- Increase data quality and compliance with national incident and crime recording standards.
- Continuing to promote the Alliance Health and Wellbeing agenda and where necessary provide the resources to do so.
- Developing the skills of the workforce to reflect the changing nature of crime and risk they are investigating.
- Promoting and delivering the Police Cadets and Citizens' Academy schemes throughout Warwickshire and encouraging the appropriate use of volunteers within policing.

- Making sure all communities, individuals and staff are treated equally, fairly and respectfully by the force
- Maintaining and improving the workforce's composition so it is truly reflective of the communities in Warwickshire.
- Ensuring Warwickshire Police complies with the Home Office Best Use of Stop and Search scheme.
- Delivering an efficient and effective Firearms and Explosives Licencing Unit.
- Reviewing Operation Devonport and looking at the long term funding arrangements.
- Ensuring that those detained in custody are treated fairly. Responding to any concerns raised by the Independent Custody Visitors.
- Embedding the Code of Ethics within the organisation.
- Achieving a minimum of a 'good' rating in Her Majesty's Inspectorate of Constabulary PEEL Legitimacy inspection and continuing to sustain or improve this further.

## As a result of this plan we aim to:-

- See increased levels of public confidence in Warwickshire Police, as measured by the Office of National Statistics Crime Survey for England and Wales, my own annual survey and the force quarterly performance reports.
- Equip and train officers with appropriate modern technology to enable mobile working, resulting in them spending more time in the community and in turn increasing police visibility.
- See incidents and crimes recorded accurately and appropriately according to national standards.
- Have strong and healthy workforce with reduced officer and staff sickness levels.
- Have an efficient and effective Special Constabulary which can evidence its added value and benefits to Warwickshire residents.
- Increase police officer, special constable and PCSO numbers.
- Reduce the numbers of abandoned calls to the 101 service and shorten waiting times for calls to be answered, with the primary focus being delivering the right service at the right time.
- Have improved and viable alternatives to 101.
- Have strong estate management which maximises opportunities for co-location with partners and reduces the number of vacant and inefficient buildings.
- Have a workforce which is reflective of the demographic makeup of Warwickshire.
- Use Stop and Search in accordance with national best practice and maintain compliance with the Home Office 'Best Use' scheme.
- Reduce the number of temporary firearms licences being issued and for applications and renewals of licences and certificates to be processed in the timescales recommended within the national guidelines.
- Align the additional resources provided by Operation Devonport with the new county policing model and agree a long-term decision on funding with the Chief Constable.
- Maintain an effective Independent Custody Visitor scheme which provides reassurance that those detained in custody are treated fairly.
- Ensure Warwickshire Police is rated at a minimum as a 'good' force in Her Majesty's Inspectorate of Constabulary PEEL Legitimacy inspections, and can sustain or improve this rating in future.

## 8. 'Protecting People From Harm'



**Protecting people from harm and keeping communities safe is the essence of policing and community safety in Warwickshire. I want our communities and neighbourhoods to be safe and feel safe. It is important to recognise that some individuals and communities are more vulnerable than others and for this reason the Chief Constable has set a long term aspiration for the force which is 'to be great at protecting the most vulnerable', an aspiration I strongly support.**

In recent years, locally and nationally, we have seen an increase in both the volume and complexity of crimes being brought to the attention of the police and other safeguarding agencies. The increased awareness around child sexual exploitation is typical of this change. A large percentage of crime is hidden from public view but is also responsible for causing the greatest harm. These types of crime are identified within the **Alliance Control Strategy** and require many agencies to work together to support victims and ensure their safety, health and wellbeing.

Mental health, disability and other factors including drug and alcohol addiction or being in local authority care can make someone more vulnerable to criminal behaviour, either as perpetrator or a victim. I want to make sure that the police, local authorities and health and support providers are able to jointly address these underlying problems and ensure that all agencies are properly fulfilling their respective responsibilities.

As Commissioner I have a statutory responsibility for safeguarding. With the recent implementation of the Multi-Agency Safeguarding Hub (MASH) in Warwickshire I will be monitoring its effectiveness and working with partners to ensure the services

and resources are in place to safeguard our most vulnerable.

It is nationally and locally recognised that hate crime incidents are under-reported to the police. Clearly any hate crime is unacceptable and I am keen to encourage more victims to come forward to report such incidents so the police can take effective action against those responsible. The UK's exit from the European Union over the next few years could give rise to increased community tensions and I will continue to monitor the situation closely.

Road safety and the policing of our roads remains a key concern when I speak with local people across Warwickshire. Warwickshire has 143 miles of major motorway and A roads. Our roads need to be safe for those who use them. Policing and enforcement is only one aspect of road safety; the engineering of road layouts and education of road users are also vital partnership responsibilities.

The Warwickshire Serious and Organised Crime Joint Action Group (SOCJAG) is a multi-agency group which works at a local level to reduce the harm caused by serious and organised crime within Warwickshire

and to put in place measures to disrupt criminal activity. My role is to oversee, influence and organise the meetings attended by a wide range of authorities including the police, local authorities, national probation services, HM Revenues and Customs, Immigration and Border forces.

Warwickshire Police must also deliver the Strategic Policing Requirement (SPR) which sets out the Home Secretary's view of the national threats that the police must address and the appropriate national policing capabilities that are required to counter those threats.

The threats that are included within the current SPR are:

- Terrorism
- Serious & Organised Crime
- A national cyber incident
- Public disorder
- Civil emergencies
- Child sexual abuse



## My approach will be to: -

- Ensure services dealing with domestic abuse and sexual violence are a priority and funded appropriately.
- Work with the force and partner agencies to ensure that vulnerable children and adults are safeguarded via the MASH.
- Encourage victims to report offences to the police, in particular in relation to high harm 'hidden' crimes and ensure victims have access to support.
- Continue to support and influence the Violence against Women and Girls county strategy.
- Support the countywide Hate Crime strategy and ensure the action plan continues to develop to meet the changing landscape following the vote to leave the European Union.
- Support and influence the Warwickshire Safer Roads Partnership in leading multi-agency activity to improve road safety for all road users in Warwickshire, particularly through evidence-led approaches to enforcement, education and road engineering.
- Actively contribute to the strong local partnerships that deliver our shared outcomes.
- Continue to develop awareness and understanding of people suffering mental health difficulties and the subsequent impact on policing and the wider criminal justice arena.
- Work with my counterparts in the West Midlands region to ensure there are robust governance arrangements surrounding the existing regional collaboration agreements which help to deliver the Strategic Policing Requirement (SPR).

## I will hold the Chief Constable to account for delivering the following objectives:-

- Continuing to implement the vulnerability awareness training delivered to all front line police officers, to promote a changed culture which sees enhanced 'professional curiosity' to ensure vulnerable victims are identified at an early stage and given appropriate help.
- Improving the Warwickshire Police's current rating in Her Majesty's Inspectorate of Constabulary PEEL Effectiveness (Vulnerability) inspection.
- Ensuring victims of hate crime are encouraged to report incidents and are provided with an appropriate response when they do so.
- Ensuring that Warwickshire roads are appropriately policed and the necessary agency resources are allocated to them via the Warwickshire Safer Roads Partnership.
- Ensuring Warwickshire Police is represented at and engages appropriately with local partnerships, supporting and influencing their activity.
- Maintaining governance of the Mental Health Concordat.
- Ensuring Warwickshire Police has the capability and capacity to support the Strategic Policing Requirement, with a focus on regional collaboration.

## As a result of this plan we aim to:-

- Make Warwickshire Police great at protecting the most vulnerable from harm.
- Have Warwickshire Police rated by Her Majesty's Inspectorate of Constabulary as 'good' (as a minimum) in its PEEL Effectiveness (Vulnerability) inspections. The force will be able to sustain or continue to improve this rating.
- See more victims and survivors accessing appropriate support services.
- Encourage increased reporting of offences which cause the greatest harm, such as rape, serious sexual offences, hate crime, child sexual exploitation, female genital mutilation and domestic abuse.
- See increased reporting of hate crime incidents and improved satisfaction among victims in the way their report is dealt with.
- Make our roads safer, with fewer people killed or seriously injured in collisions.
- Influence partners to ensure they can evidence how their activities impact on reducing crime and disorder.
- Provide a better service for those with mental health conditions at their first contact with the police.
- Meet the Strategic Policing Requirements (SPR) and strengthen the regional governance arrangements.

## 9. Preventing and Reducing Crime



**Crime and anti-social behaviour incidents can have a significant impact on people’s lives. Tackling and preventing the underlying issues will in the long term reduce crime and anti-social behaviour and in turn reduce the number of victims and offenders we have in the county. The Criminal Justice System needs to have a clear emphasis on reducing crime, and I will ensure that agencies focus on the areas of preventing offending and reoffending alongside reducing harm and risk to the public.**

Cyber crime is identified as a Tier 1 national threat while the latest Crime Survey for England and Wales only serves to emphasise how the nature of crime is changing. The most common type of crime people suffer is now fraud and other internet-related offences, as criminals have increasingly shifted their focus to an online digital world. Our response needs to change accordingly – both in terms of law enforcement and as users of digital services. This is a problem which cannot be solved solely by enforcement action by the police, either locally or nationally. The best defence is for people and businesses to be aware of the simple steps they can take which can prevent the majority of offences taking place and increasing awareness of these will remain a high priority during my term of office.

Alcohol and drug misuse are significant contributory factors towards crime and antisocial behaviour but are another area where enforcement activity on its own will not solve the more complex underlying issues. I will seek to continue to support partners to reduce the harm caused by drugs and alcohol via the countywide drug and alcohol implementation plans.

It is also important that we manage the most dangerous and prolific offenders to reduce the risk of them causing further harm to our communities. The Integrated Offender Management team manages such offenders, adopting a three strand approach; rehabilitate and resettle, prevent and deter, and catch and control for those who are unwilling to alter their offending behaviour. I am strongly supportive of this approach.

Warwickshire is a largely rural county interspersed with several larger urban areas. It is important therefore that crime is taken seriously wherever it occurs and is resourced accordingly. Rural communities must not be seen as soft targets for criminals, while local businesses also deserve to be adequately protected from criminality. Warwickshire Police works with a range of partners under the “Rural Matters” and “Business Matters” banners to address these crime types. I welcome the large amount of work that is already being undertaken across the county and I will ensure this continues. At a national level I will also put forward Warwickshire’s case for a fairer slice of funding to tackle crime.

In the wider criminal justice arena I am represented on the Warwickshire Out of Court Disposal Scrutiny Panel, which examines whether out of court disposals (a way of dealing with a crime or offence that does not require a prosecution in court) are being used appropriately and effectively. I have been encouraged by our initial work and look forward to this developing as we seek to reduce reoffending and remove opportunities for alternative pathways into criminality.

In 2015, local authorities, schools, colleges, universities, health and social care, criminal justice and police, acquired a new duty to have 'due regard to the need to prevent people from being drawn into terrorism' in the exercise of their functions. In Warwickshire, agencies responded by developing a new partnership Prevent action plan to ensure the requirements of the duty were implemented. I will continue to support the delivery of the action plan.

## My approach will be to: -

- Work with key strategic partnerships to provide a proportionate response to prevent, solve and reduce crime and anti-social behaviour.
- Continue to support police and partnership initiatives and operations through the 'Rural Matters' campaign, to ensure criminals do not see our rural communities as soft spots for crime.
- Work with partners to understand, identify and respond appropriately to crimes in rural areas, including improving the police response to theft of agricultural machinery.
- Campaign for a fairer funding deal for rural police forces through continued membership of the National Rural Crime Network.
- Work with businesses and partners through the 'Business Matters' campaign to ensure business crime is addressed effectively.
- Empower the communities of Warwickshire to be safe and secure in a digital age.
- Continue to support partners to address drug and alcohol misuse, with a particular focus on early intervention and sustaining recovery.
- Work with partners to ensure there is a coherent and whole system approach to offender management across Warwickshire with a focus on intensive support and supervision to prevent reoffending.
- Contribute and have oversight of Out of Court disposals.
- Continue to support the Warwickshire partnership Prevent action plan.



## I will hold the Chief Constable to account for delivering the following objectives:-

- Ensuring the police respond in a timely and appropriate manner to reported crime in rural areas.
- Embedding 'Rural Matters' and 'Business Matters' to the police response to these types of crime, working with partners as appropriate.
- Training frontline officers to enable them to provide cyber crime prevention advice.
- Ensuring the force have the digital investigation capability and capacity to manage this increasing area of business.
- Proactively identifying and putting in place measures to tackle those who repeatedly commit crime and cause us the most harm.
- Engaging appropriately with Community Safety Partnerships (CSPs) and other key strategic partners.
- Supporting partners in delivery of the countywide Drug and Alcohol Implementation plans
- To review and take appropriate action where Out of Court disposals are found to have been inappropriately used.
- Ensuring the police requirements of the Prevent action plan are implemented.

## As a result of this plan we aim to:-

- Increase public confidence to report crime in rural areas and improving the satisfaction of victims when they do so.
- Ensure Warwickshire's voice is part of the national debate on rural crime and police funding.
- Empower the public and businesses to take crime prevention steps to reduce the risk of becoming a victim.
- Increase public awareness of how to report cyber crime and where they can get good advice on how to protect themselves from internet-related crime.
- Have a coherent and integrated whole system approach to offender management across Warwickshire, which brings about a reduction in reoffending.
- Implement suitable projects to address local crime trends, monitored and held to account through Community Safety Partnership delivery plans.
- Reduce the harm caused by drugs and alcohol.
- Reduce the likelihood of the inappropriate use of Out of Court disposals.
- Have a strong and coordinated community and partnership Prevent action plan.



## 10. Our resources

### Financial resources

Setting the police and crime budget for the each financial year is one of the most important decisions I have to make. The budget is funded by a combination of central government grants and local council tax contributions.

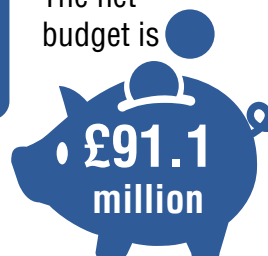
**For example, in 2016/17:**

The net revenue budget after savings is



of reserves is to be used within the year.

The net budget is



of income is raised through council tax

### PCC Grants and Commissioning

Over my term of office I will develop a new approach to how I fund services. I will develop commissioned services for several key areas of work which I will either commission directly or where appropriate I will work with partner agencies to co-commission. This approach will maximise available funding and ensure good quality accessible services for Warwickshire residents. Currently I am co-commissioning domestic abuse support services with Warwickshire County Council and with regional partners including PCCs, police forces, NHS England and Clinical Commissioning Groups (CCGs) I have co-commissioned regional forensic paediatric Sexual Assault Referral Centre services.

Through **my grants scheme**, I will provide an opportunity for an effective market place to develop, providing Warwickshire residents with services that will:

1. Put victims and survivors first
2. Ensure efficient and effective policing
3. Protect people from harm
4. Prevent and reduce crime

Services will be delivered by a range of providers including statutory agencies and third sector / voluntary organisations. Both established and new service providers will be given the opportunity to deliver services that contribute to this plan through a competitive application process. The successful services will be outcome-focused, providing residents of Warwickshire with services that are accessible and address the priorities detailed above.

### A value for money approach

It is my intention to implement a value-for-money approach by improving efficiencies in all aspects of this plan. In support of this approach I will:

- Reduce reserves over a four year period.
- Use any under-spends to further minimise the need to use borrowing to fund capital expenditure.
- Support the development of the Alliance transformation programme
- Ensure the force invests and uses technology innovatively, allowing more resources to be focussed on frontline policing.
- Seek opportunities for collaborative working with other partners and police forces to deliver further operational and financial efficiencies.
- Develop an outcomes-based approach to service delivery.

## 11. Working together

### Local partnerships:

Effective partnership working is essential to achieving the objectives set out in this plan: most of the key areas cannot be tackled effectively by one agency alone especially due to the continued growing pressure on resources. I am fully committed to working in partnership to achieve the county community safety partnership vision of 'Protecting our Communities

Together'. It is for this reason that, jointly with the Safer Warwickshire Partnership Board, we have aligned the Police and Crime Plan with the Community Safety Agreement into one document to demonstrate the firm commitment we share to address the priorities and objectives set.

### National and regional collaboration:

All Police and Crime Commissioners are independently responsible for ensuring that policing services are efficient and effective in their own force area. I recognise, however, that there are threats and areas of policing that go beyond the resources we are able to commit at a local policing level. These include the national threats that are set out in the home Secretary's Strategic Policing Requirement (SPR), of terrorism, civil emergencies, organised crime, threats to public order and large scale cyber incidents and child sexual abuse.

I will work with my regional counterparts in West Mercia, West Midlands and Staffordshire and wider national counterparts to ensure we have the capability to support the SPR and hold the Chief Constable to account for responding to these national challenges.

There are opportunities to further develop our operational collaboration with other police forces, particularly our neighbouring regional forces. I will work with the other Police and Crime Commissioners in our region to explore how we can deepen and broaden our collaborative working, building on the existing response to organised crime, as well as ensuring that there is effective regional and national oversight of counter-terrorism policing.

Beyond this, I will look to work with my regional partners to develop collaborative approaches to other policing activity, such as uniformed operations (including armed policing) and other specialist functions. While ensuring continued responsiveness and preserving local accountability, these steps can deliver cost effectiveness, increased capability and greater resilience.

### Blue light emergency services collaboration:

It is clear that the Government wishes to see blue light emergency services work much more closely together and to share resources where appropriate. I am supportive of any moves which can deliver improved services for the public, provided there is a robust business case which has the consent of

the collaborating partners and for which there is strong community support. I will explore options for collaboration between the police and other public sector organisations in the future as the legislative picture becomes clearer.

## 12. Performance, assurance, accountability and transparency

As the police have a duty to serve the public, and are funded by the taxpayer, it is vital that they are held to account. As your elected representative, giving you a voice in policing, I am dedicated to ensuring this happens.

I will formally meet with the Chief Constable on a weekly basis to hold him to account. At the meetings a wide variety of topics will be discussed, including:

- Progress towards the achievement of this plan
- Force performance
- Budget and financial information
- Enabling services (human resources, recruitment, health and wellbeing)
- Issues and emerging threats

An official record of the meeting will be taken and the open session record will be published on my website to ensure transparency.

With agreement from my counterpart in West Mercia I will seek to develop a programme of assurance is developed for the Alliance enabling us, via the monthly Alliance Governance Group meeting, to scrutinise and challenge Alliance business areas with greater rigour. The open session records of these meeting will again be published on my website.

It is important that the public can see for themselves how Warwickshire police are performing therefore I will continue to ensure the force performance report is meaningful and fit for purpose. The quarterly report will continue to be published on my website.

On an annual basis I will undertake a formal

Performance and Development Review (PDR) with the Chief Constable. This appraisal process is where I agree his personal objectives for the year ahead and discuss his performance in delivering this plan. To ensure transparency I will also publish on my website details of the Chief Constable's Term and Conditions of appointment. Similarly, I will publish the details of my own and my office's staff salaries, along with the expenses claimed by myself and the senior staff of my office.

There are additional scrutiny mechanisms I will use as an aid to holding the Chief Constable to account, these include:

- Independent Joint Audit Committee
- Independent Custody Visitor Scheme
- Trust, Integrity and Ethics Committee

Further information about of these mechanisms can be found on my website [www.warwickshire-pcc.gov.uk](http://www.warwickshire-pcc.gov.uk)

For the purposes of transparency, with the exception of exempted decisions, a copy of all the decision making applications, together with a record of the decision made will be published on my website. This will enable members of the public and the Police and Crime Panel members to have access to the decision making function of my role.

To accurately assess how Warwickshire Police is performing I will be giving credence to the British Crime Survey for England and Wales and Her Majesty's Inspectorate of Constabulary inspection findings. Both provide an independent view of what the picture is in Warwickshire and nationally.

## External Inspections:

**PEEL (Police Effectiveness, Efficiency and Legitimacy)** is the programme in which Her Majesty's Inspectorate of Constabulary (HMIC) draws together evidence from its annual all-force inspections. These assessments have been introduced by HMIC so the public are able to judge the performance of their force and policing as a whole.

The **effectiveness** of a force is assessed in relation to how it carries out its responsibilities including cutting crime, protecting the vulnerable, tackling anti-social behaviour, and dealing with emergencies and other calls for service. In 2015/16 Warwickshire Police was rated as 'requires improvement'.

The force's **efficiency** is assessed in relation to how it provides value for money. In 2015/16 Warwickshire Police was rated as 'good'.

**Legitimacy** is assessed in relation to whether the force operates fairly and ethically. In 2015/16 Warwickshire Police was rated as 'requires improvement'.

At the time I think the gradings were fair assessments. I am committed to ensure that in the areas that the force requires improvement the shortcomings are addressed and I will be holding the Chief Constable to account for delivering these improvements. I aspire to make Warwickshire Police, at a minimum, a 'good' force in all areas of inspection.



## 13. Web links

**Page 13:**

**The Ministry of Justice Code of Practice for Victims:**

**<https://www.gov.uk/government/publications/the-code-of-practice-for-victims-of-crime>**

**The Ministry of Justice Witness Charter:**

**<https://www.gov.uk/government/publications/the-witness-charter-standards-of-care-for-witnesses-in-the-criminal-justice-system>**

**Page 15:**

**Warwickshire Police and West Mercia Police 'Looking to 2020' programme:**

**<https://www.warwickshire.police.uk/lookingto2020>**

**Page 19:**

**Alliance Control Strategy**

**[http://www.warwickshire-pcc.gov.uk/wp-content/uploads/2016/01/Strategic-Assessment-2016\\_17-V19-not-protectively-marked.pdf](http://www.warwickshire-pcc.gov.uk/wp-content/uploads/2016/01/Strategic-Assessment-2016_17-V19-not-protectively-marked.pdf)**

**Page 25:**

**PCC Grants Scheme**

**<http://www.warwickshire-pcc.gov.uk/key-information/financial-information/grants-made/>**



Mr Philip Seccombe was elected as Police and Crime Commissioner for Warwickshire on 5 May 2016 and took up office on 12 May 2016. The term of office ends in May 2020, when an election for Police and Crime Commissioner is scheduled to take place.

You can contact Mr Seccombe or the Office of the Police and Crime Commissioner for Warwickshire in the following ways:

**[www.warwickshire-pcc.gov.uk](http://www.warwickshire-pcc.gov.uk)**

Office of the Police and Crime Commissioner,  
3 Northgate Street, Warwick, Warwickshire, CV34 4SP

**Telephone:** 01926 412322

**For media enquiries please call** 01926 412418

**Email:** [opcc@warwickshire.gov.uk](mailto:opcc@warwickshire.gov.uk)

**t** @WarwickshirePCC

**f** Warwickshire Police and Crime Commissioner

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