

Warwickshire Police and Crime Panel

Agenda

19 March 2018

A meeting of the Warwickshire Police and Crime Panel will be held at
Stratford District Council Offices, on Monday 19 March 2018, at 10:30 a.m.

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

1. General

(1) Apologies

(2) **Members' Disclosures of Pecuniary and Non-Pecuniary Interests** Members are required to register their disclosable pecuniary interests within 28 days of their appointment to the Panel. A member attending a meeting where a matter arises in which s/he has a disclosable pecuniary interest must (unless s/he has a dispensation):

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

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

(3) **Chair's Announcements**

To pass thanks to Rebecca Parsons, Policy Officer at the Office of the Police and Crime Commissioner, for her work in supporting the Panel. Rebecca moves to a new role on 9 March 2018.

(4) **Minutes of the previous meeting**

To confirm the minutes of the meeting held on 1 February 2018.

2. Public Question Time

Up to 30 minutes of the meeting is available for members of the public to ask questions on any matters relevant to the business of the Police and Crime Panel or the Police and Crime Commissioner. Questioners may ask two questions and can speak for up to three minutes each. Questions should be received at least 3 working days before the meeting. Please send questions to Hassan Hafiz. Contact details are listed at the end of the agenda.

3. The Alliance Policing Model

To consider a briefing on the implementation of the new Alliance Policing Model, as recommended by the Planning and Performance Working Group.

4. Police and Crime Commissioner Update Report

To receive an update from the Police and Crime Commissioner on recent activities and developments.

5. The PCCs Approach to Consultation and Engagement

To review the PCCs approach to consultation and engagement. This arises a year after the Panel was first presented with the PCCs Consultation and Engagement Strategy, and following recent recommendations from the Panel concerning the precept consultation.

6. Planning and Performance Working Group – Report of 15 February 2018

To receive the minutes and report of the working group's most recent meeting.

7. Budget Working Group – Report of 22 February 2018

To receive the minutes and report of the working groups most recent meeting

8. Work Programme 2018/19

To consider and review the Panel's work programme.

9. Dates of Meetings 2018/19

To note the arrangements for future meetings. All Police and Crime Panel meetings start at 10:30am, unless specified otherwise. The following meetings are scheduled at present:

- Thursday 21 June 2018 - Shire Hall.
- Thursday 20 September 2018 - Location TBC
- Wednesday 22 November 2018 - Location TBC

10. Any Urgent Items

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

11. Report Containing Confidential or Exempt Information

To consider passing the following resolution: "That members of the public be excluded from the meeting for the items mentioned below on the grounds that their presence would involve the disclosure of exempt information as defined in Part 1 of Schedule 12A of the Local Government Act 1972.

- Item 4, Appendix C – Force Responses to OPCC Questions.

12. Complaints

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

David Carter
Joint Managing Director
Shire Hall
Warwick

Warwickshire Police and Crime Panel Membership

Councillors:

Councillor Mark Cargill - Warwickshire County Council
Councillor Richard Chattaway - Warwickshire County Council
Councillor Patrick Davey - North Warwickshire Borough Council
Councillor Nicola Davies - Warwickshire County Council (Chair)
Councillor Neil Dirveiks - Warwickshire County Council
Councillor Gwynne Pomfrett - Nuneaton and Bedworth Borough Council
Councillor Derek Poole - Rugby Borough Council (Vice-Chair)
Councillor Tony Jefferson – Stratford-on-Avon District Council
Councillor Andrew Thompson – Warwick District Council
Councillor Adrian Warwick - Warwickshire County Council

Co-opted Independent Members:

Bob Malloy
Andy Davis

Contact Details

For queries regarding this agenda please contact:
Hassan Hafiz
E-mail: hassanhafiz@warwickshire.gov.uk

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Minutes of the meeting of the Warwickshire Police and Crime Panel held on 1 February 2018

Present:

Members of the Panel

Councillors:

Richard Chattaway	Warwickshire County Council
Mark Cargill	Warwickshire County Council
Nicola Davies	Warwickshire County Council
Tony Jefferson	Stratford-on-Avon District Council
Gwynne Pomfrett	Nuneaton and Bedworth Borough Council
Derek Poole	Rugby Borough Council
Andrew Thompson	Warwick District Council
Adrian Warwick	Warwickshire County Council

Independent Members

Andy Davis
Bob Malloy

Office of the Police and Crime Commissioner (OPCC)

Neil Hewison	Chief Executive
Neil Tipton	Head of Media and Communications
Philip Seccombe	Police and Crime Commissioner (PCC)
Rob Tromans	Deputy Police and Crime Commissioner (DPCC)
Elizabeth Hall	Treasurer
Sara Ansell	Head of Finance

Warwickshire County Council Officers

John Betts	Head of Finance
Jane Pollard	Legal Services Manager
Stefan Robinson	Senior Democratic Services Officer

1. General

1) Apologies for absence

Apologies for absence were received on behalf of Councillor Davey. Councillor Dirveiks was substituted by Councillor Holland.

2) Members' Disclosures of pecuniary and non-pecuniary interests

There were no disclosures of interest.

3) Chair's Announcements

The Chair, Councillor Davies, announced that the Panel's support officer, Stefan Robinson, would be undertaking a new role at Oxford City Council in March 2017. The Panel passed a vote of thanks to Stefan and Neil Hewison added his

thanks on behalf of the Office of the Police and Crime Commissioner (OPCC). The Chair explained that Hassan Hafiz would be supporting the Panel in the interim period until the vacancy was filled.

4) Minutes of the previous meetings held on 30 November 2017

The public minutes, and exempt minutes, of the meetings held on 30 November 2017 were confirmed as a correct record and signed by the Chair.

2. Public Question Time

There were no public questions.

3. Proposed Local Police Precept 2018/19

The Chair invited the Police and Crime Commissioner (PCC), Philip Seccombe, to present his proposal for the Local Policing Precept for 2018/19. The PCC said that when he was elected in May 2016, the Force had a substantial level of financial reserves. For that reason, the precept was frozen in 2017 so that a portion of the reserves could be put towards funding revenue expenditure. Despite having no rise in precept, the Force's budget increased as a result of the additional funding from reserves. The freeze in the precept also sent a message to the Force that efficiencies would need to be made and tough savings targets were set.

The PCC explained that his proposal for 2018/19 was to raise the precept by £12 per Band D Property (6.25%). This was the maximum amount allowed to be raised without a local referendum. This would help generate £2.4m of additional funding, in addition to an unexpected £0.5m grant from Central Government. He wanted the all of this additional funding (£2.9m) to be spent on funding frontline Police Officers. Despite the Crime Survey for England and Wales reporting that there had been a reduction in crime, the PCC said he preferred to use the number of reported offences as the basis for assessing the level of demand on the Force.

The PCC explained that reported crimes were rising and crimes were becoming more complex to investigate. Therefore, the Force required investment in a range of digital and IT projects to ensure that it was appropriately equipped to respond. This included investment in:

- A new Operational Command Centre
- Body worn video cameras
- Automatic Number Plate Recognition cameras
- Athena

- SAABSafe

There was also a drive towards improving the use of the police estate and aligning resources with demand as part of the new Alliance Policing Model. The PCC explained that under his precept proposal, the Force could expect to have a similar number of officers as it did moving forward. For 2018/19, there had been no reduction of grant funding from the Home Office.

The PCC said that the most significant budget pressure was pay and price inflations, accounting for £3.2m more in 2018/19 than it did in 2017/18. He highlighted that approximately 80% of the Force's budget was for staff and officer pay. Over the past year, the council tax base for Warwickshire had grown by 2.36%, meaning that more income was available from those additional households. As part of the PCC's financial forecasting, a £6 rise in precept for a Band D property had been assumed for 2019/20 and the equivalent of a 2% rise for 2020/21. By 2021/22, a recurring savings target of £11.7m was expected on the revenue budget.

Financial reserves were at £26.1m on 1 April 2017, and were projected to be £16.7m by 1 April 2018. £3.8m would be used to support the budget over the Medium Term Financial Plan, and a further £4m would be invested in infrastructure. £1.2m would be used to fund known risks and £0.8m to transform policing. The minimum level of reserves would not go below £5m which was approximately 5% of the revenue budget.

The PCC explained that capital expenditure of £26.3m was expected between 2018/19 and 2021/22. £0.6m was for approved estate projects, and a further £13.5m for the provision of new schemes. A further £7.7m would be allocated for ICT projects, £4.0m on vehicles and £0.5m on equipment. However, the full details of the capital programme in the long term were somewhat undecided. In relation to the sale of the Leek Wootton site, a capital receipt was expected in 2019.

The PCC outlined the three options for a precept rise that he presented in the public consultation. He clarified that a "no rise" option was not presented in the consultation because he believed it was not an appropriate option, because this would have led to an unsustainable reduction in Police Officer numbers. The three consultation options presented were:

Option 1 – increase the police precept by £12 per year (on a Band D property). This equated to a rise of 6.25%.

Option 2 – increase the police precept by £10 per year (on a Band D property). This equated to a rise of 5.21%.

Option 3 – increase the police precept by £8 per year (on a Band D property). This equated to a rise of 4.17%.

The public consultation ran from 22 December 2017 to 19 January 2018, and received a total of 1501 Responses; 1349 of which were from Warwickshire residents. The results of the consultation were as follows:

- 70.9% (878) were in favour of a £12 increase
- 7.3% (90) were in favour of £10 increase
- 14.0% (173) were in favour of £8 increase
- 7.9% (98) opposed an increase in their comments
- 110 respondents from Warwickshire failed to complete survey with no preference indicated

The PCC said that this was a statistically significant sample of the population, and the amount of responses received to the consultation compared favourably to other Force areas. Neil Tipton, Head of Media and Communications at the OPCC, added that this was the highest response rate to any consultation done by the Warwickshire PCC. The PCC concluded by mentioning other groups he had consulted including:

- Local Authorities
- The Federation of Small Businesses
- The National Farmers Union
- The Police Federation
- The Superintendents Association
- Unison

The Panel expressed thanks to Elizabeth Hall, Treasurer at the OPCC, and the PCC for the open way in which they had presented information to the Panel and its Budget Working Group.

Councillor Warwick said the consultation presented the impact of a precept rise on officer numbers in an ambiguous way. He said that some people, as evidenced in the comments received, believed that Police Officer numbers would increase as a result of a rise in the precept. He asked what level of service residents would receive as a result of a £12 increase on a Band D property, and how many Police Officers could be expected.

The PCC explained that the establishment number of officers (the number of officers that are funded for) was 926 this time last year. This had decreased to 905 in 2018. The PCC clarified that it was the Chief Constable who decided how the money was spent. He said that based on previous expectations of raising the precept by 1.99%, we had expected to lose in the region of 60 officers. However, with new flexibility granted by Central Government to raise the precept by £12, he expected that the current number of Police Officers could be maintained.

Councillor Chattaway referred to Home Office statistics on the police workforce that stated Warwickshire Police had 853 Police Officers in September 2016 and 823 in September 2017, representing a reduction of 30 officers over 12 months. He asked for further clarity on how many Police Officers could be expected as a result of a £12 precept rise. The PCC said he would guess that the force had approximately 800 Police Officers at the present time, and hoped to have in the region of 850 by this time next year. Neil Tipton highlighted that the Home Office presented workforce data based on full time equivalent posts, which did not take account of the number of people employed on a part-time basis.

In response to questions, the PCC explained that he had previously hoped to retain at least 33 Police Officers as a result of a £12 increase in the precept. However, he challenged the Chief Constable to revise this target and he now believed 50 Police Officers could be retained.

Councillor Warwick said that much of the proposed increase in the precept would only cover the cost of pay and price inflation. He asked for further reassurance that there would not be a further reduction in Police Officer numbers. The PCC said there would be more Police Officers than there were currently, and that IT and mobile working initiatives were all designed to maximise the efficiency of those officers. The Chair requested that the Panel be provided with written detail that sets out how the PCC is defining Police Officer numbers, and what the current and project numbers are expected to be.

Councillor Chattaway asked whether any work had been done to assess what number of Police Officers was required to effectively police Warwickshire. The Deputy PCC, Rob Tromans, explained that the Transformation Director was looking at these types of issues, but no finite conclusion could be made on the policing requirement because issues such as cybercrime and social media harassment presented such an extensive and growing level of demand on the Force. He said it was unlikely that the Force would be able to cope with the highest levels of demand at all times. The PCC wanted to reassure the public however that these crimes would be investigated.

Councillor Holland said a rise in the precept base did not mean the job of policing would be easier. He suggested that new housing estates needed to be designed in such a way to reduce criminal behaviours, and that some developments had a high level of crime. The PCC said the Force commented on planning applications and that Section 106 contributions had been received by the Force from developers. Most recently, £0.6m was secured for a new development in Stratford District. Neil Hewison confirmed that Section 106 funding was retrieved prior to residents occupying newly built homes.

Bob Malloy highlighted that there was no increase in the precept for 2017/18, and Police Officer numbers had declined in that year. Conversely, the PCC was seeking a maximum increase in 2018/19, and this could have been offset by a smaller

increase in the previous year. He asked the PCC why financial forecasting had not been carried out beyond his electoral term, and asked whether his budget plans had a relationship with the electoral cycle. The PCC said that the freeze in the precept for 2017/18 was only possible because of a £7m subsidy from the reserves.

Councillor Cargill asked what action the PCC would be taking to maximise the use of the police estate, and highlighted a local case where he believed improvements could be made. The PCC said the latest evidence showed a 20 – 30% underutilisation of the space available across the estate. However, in the short term, the only major capital developments related to the sale of Leek Wootton and works on the forensics building. He did not expect a reduction in the number of police stations. Councillor Cargill requested that the police estate be added to the Panel's future work programme.

The Chair asked what the PCC was doing to monitor spending on estates. The PCC explained that he had monthly meetings with the Chief Constable where he reviewed the Money Matters Report, which provided details of estate projects. Councillor Pomfrett asked about the future of crime rates, and the PCC's expectations for rising crime. The PCC said crime rates may go up, but that the Police should not be blamed for a rise in crime. Rises in crime are primarily attributable to a number of social conditions and societal problems that the Police cannot be held to account for. Councillor Poole and the PCC both agreed that long term historic crimes had influenced current levels of recorded crime.

Reflecting on a number of high profile rape prosecutions in the national media that were withdrawn due to a lack of evidence, Councillor Cargill asked whether this had occurred in Warwickshire. The PCC said he was not aware of any cases in Warwickshire having this issue, and Neil Hewison said this matter was on the agenda for the next Local Criminal Justice Board and the outcome of that meeting could be relayed to the Panel.

Andy Davis raised a series of questions about the PCC's approach to public consultation. He asked whether the responses could be considered a representative sample, given that there was an overrepresentation of responses from Stratford District. He also asked what work had been undertaken to ensure that a proportionate number of responses were received from residents in North Warwickshire. Neil Tipton explained that the north of the county was less accessible by media releases, and that the south had more media outlets. The compressed time frame, as a result of the late provisional finance settlement on 19 December 2017, meant that the consultation period was relatively short. However, extensive targeting was done through social media so that different sections of the community were reached by the consultation. Neil highlighted that other forces were consulting before the finance settlement was released, meaning that their data was less useful after it was revealed that the 1.99% cap on the precept would be lifted.

Andy Davis also suggested that many of the groups invited to take part in the consultation were self-selecting and had a personal interest in the resourcing of the Police. This may have had implications for the consultation results. Neil Tipton said there would always be an element of self-selection in these types of consultation, but believed the results provided a reasonable basis to judge public opinion. Councillor Chattaway added that a digital consultation risked isolating certain sections of the community, and asked that more work was done to engage with those who did not have access to computers. Neil Tipton accepted that there were limitations to the consultation, and welcomed further feedback after the meeting.

Andy Davis said that it would be useful in future to receive information on the demography of those who responded, including whether they were tax payers, their ethnic origin, and whether they were police officers, for example. This would assist the PCC in understanding how different sections of society were under and overrepresented in the survey. The Panel agreed to consider the PCC's approach to public consultation at the meeting on 19 March 2018, where they would also be reviewing the PCC's Consultation and Engagement Strategy. Andy also asked what the outcome was of the face-to-face consultations that the PCC undertook. The PCC explained that there was no voting system in place on the different precept options, but he did not receive any objections to his proposals.

Councillor Poole asked how the PCC was demonstrating to the public that he was holding the Chief Constable to account for the Force's financial management and spending. Elizabeth Hall explained that the PCC reviewed the Force's Money Matters Report monthly, and also held the Force to account during the Alliance Governance Group meetings. The minutes of these meetings were publicly available, though some parts remained confidential. The PCC commented that there was a rigorous process in place for holding the Force to account.

Councillor Thompson asked what the process was for engaging with local Members of Parliament in the precept consultation. The PCC explained that all of the MPs in Warwickshire were invited to meet with him and comment on his proposals, but not all responded. Councillor Thompson also asked the PCC how much income he anticipated from the sale of the Leek Wootton site. The PCC said it would be in the region of several million pounds and that he had factored this into his income forecast. In response to a question from Councillor Jefferson, Elizabeth Hall said she would provide Councillor Jefferson with information on where injury and ill health payments feature in the accounts.

Councillor Warwick asked how confident the PCC was with the level of reserves projected for 2022. Elizabeth Hall explained that she had taken account of national guidance on the minimum level of reserves, and said the risks had been factored in. Warwickshire would end up with £6.9m in reserves by 2022. This level of reserves would in part be used to offset any delays in savings targets. However, the Force had a good track record of delivering on its savings targets. The use of reserves would be kept under review. The PCC said there was £1.6bn in police force

reserves nationally, and the Home Office wanted this to be reduced to a more appropriate level.

Councillor Warwick asked the PCC about how confident he was that the transformation savings targets could be reached, given that service specific savings had not been identified beyond 2019. Elizabeth Hall explained that the Transformation Director and the Transformation Board were responsible for identifying the savings. They would be reviewing every service within the Force, focusing on what was often referred to as the “back office” functions. Neil Hewison highlighted that many police staff provided vital support to Police Officers which enabled them to operate more effectively. It was unfortunate that the focus of these savings would be on these non-officer posts.

Councillor Chattaway said a decision on the precept was very difficult because people on low incomes in particular would not want to pay more, but they equally would not want a decrease in Police Officer numbers. Bob Malloy said he would be willing to support the PCC’s proposal for a £12 rise, subject to assurances that it would only be spent on Warwickshire services. The PCC said that the focus of the spending would be on frontline Police Officers in Warwickshire. A small amount of money may be spent on shared services with West Mercia as part of the Strategic Alliance, but no money would go towards frontline Police Officers in West Mercia.

Councillor Poole highlighted that Councillors had a role in explaining the precept to residents, and the PCC should provide clear information that helps the public understand exactly where resident’s money was being spent.

The PCC explained that the proposed rise in precept was a difficult decision to make, and he recognised the financial impact this would have, particularly on low income households. However, he had a duty to keep residents safe and believed the council tax banding system took account of those on lower incomes in smaller homes. He said the number of Police Officers was at its lowest point and more funding was needed, and that he could not justify not rising the precept by the maximum amount in the current context.

Councillor Warwick proposed that the Panel supports the PCC’s proposal to raise the Local Policing Precept by £12 per Band D property (6.25%) for 2018/19. This was seconded by Councillor Cargill. The Panel agreed to support the PCC’s proposal.

Resolved

That the Police and Crime Panel:

1. Supports the Police and Crime Commissioner’s proposal to raise the Local Policing Precept by £12 per Band D property (6.25%) for 2018/19, and provides a written report confirming this, together with any recommendations.

2. Recommends to the Police and Crime Commissioner that he:
 - a) Provide more clarity in future precept consultations concerning the impact any change in the precept will have on Police Officer numbers. The 2018/19 consultation could have been clearer, as evidenced by a number of respondents misinterpreting your proposals.
 - b) Considers revising future consultations to collect more detailed information on the demographic of those who respond, and take active steps to engage with those groups who are underrepresented. Some other areas sought to gather this information, and the Panel encourages the PCC to seek out examples of best practice.
 - c) Engages with the public more widely on the implications of the precept rise, so that residents understand where the additional money is being spent.
3. Requests that the Police and Crime Commissioner provides written detail on the current number of Police Officers, and expected number as a result of the precept rise. This should be included as part of the PCC's response to the Panel's letter which details the outcome of the precept meeting. The PCC's response should also include a clear definition of how he defines Police Officer numbers, and explain any discrepancies between Home Office workforce statistics and those used by the Force.

4. Work Programme 2018/19

Resolved

That the Police and Crime Panel:

1. Notes its work programme, including the addition of the Police and Crime Commissioner's Communication and Engagement Strategy to the 19 March 2018 meeting.
2. Includes the police estate in its future work programme.

5. Dates of Meetings 2018/19

The Chair invited the Panel to take note of the future meeting dates:

- Tuesday 27 February – Panel Development (closed session), Shire Hall.
- Monday 19 March 2018 (rescheduled from 26 April 2018) – Stratford District Council Offices
- Thursday 21 June 2018 - Warwickshire County Council, Shire Hall.

- Thursday 20 September 2018 - Location to be confirmed
- Wednesday 22 November 2018 - Location to be confirmed

6. Any Urgent Items

There were no urgent items.

7. Reports Containing Confidential or Exempt Information

There was no requirement for the Panel to move into private session.

The meeting rose at 12:18

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Chair



Philip Seccombe
Police and Crime
Commissioner
for Warwickshire

Item 4

Report to the Police and Crime Panel

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

19th March 2018

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 3rd February 2018.

2) Warwickshire Policing Precept 2018/19:

Thank you for your letter dated 7 February 2018, I have noted the recommendations contained within. My response to the letter can be found at **Appendix A** and is also published on the OPCC website.

3) Force Performance:

The Quarter 3 2017/18 Warwickshire force performance report can be found at **Appendix B**. On receipt of the report I asked specific performance questions to the Chief Constable. My questions and the responses received can be found at **Appendix C (restricted)**.

The Police and Crime Panel Planning and Performance working group scrutinised the report at their meeting held on 15th February 2018.

4) Community Speed Watch:

In January I welcomed representatives from Community Speed Watch (CSW) groups from around the county to a special meeting with police and officials from the Warwickshire and West Mercia Road Safety Partnership. The aim was to allow all concerned to air their views on how speed watch schemes are currently operating and how communications between all agencies can be improved in future.

I know from the correspondence I regularly receive from the public that speeding is a topic that causes considerable concern and is one that communities are keen to come together to address. CSW schemes can make a valuable contribution to this through encouraging safer and more responsible driving, so I was keen to bring all parties involved together to explore ways to ensure they can be as effective as possible.

The discussions were wide ranging, open and honest and I felt the meeting overall was very positive. The groups now have an established single point of contact which they can feed into, while the Safer Roads Partnership Warwickshire Police were able to re-affirm their commitment to support the CSW schemes for issues such as training and equipment calibration. There was also discussion around the wording of letters sent by police to persistent speeders and how this might be revised to get across stronger messages about the unacceptability of such behaviour and the potential consequences.

Sadly, there are still too many people being killed or seriously injured on our roads, with more than 30 fatalities last year. With more and more vehicles on our roads, the issue of road safety is only likely to become even more prominent in coming years, so we need to have the right mix of education, enforcement and engineering to make our highways safe for all users. This is something I will be promoting over the next 12 months, as I think we need a societal change to the way we view

speeding and risk-taking on our roads if we are to see the numbers of deaths and serious injuries substantially reduced.

5) Blue Light Collaboration Joint Advisory Board

The Blue Light Collaboration Joint Advisory Board has now met on two occasions focussing on how emergency services can work more closely together in Warwickshire.

The board is chaired by my Deputy Police and Crime Commissioner, Rob Tromans. It is purely advisory and any areas identified for further collaboration will need to be further developed and agreed in the normal way by the respective executive bodies for each organisation before any moves to implement them are made.

The Blue Light Collaboration Board builds on the previous work undertaken by Warwickshire Police and Warwickshire Fire and Rescue Service, which has had its own Collaboration Strategic Planning Board running over a number of years.

Areas of existing collaboration

To date, opportunities to collaborate between police and fire have encompassed the following workstreams:

- Operational Deployments
- Community Safety (including vulnerability, marketing etc.)
- Supporting Infrastructure
- Estates

Currently, the following initiatives have been implemented:

- **Arson reduction** – WFRS links with the Police on areas of crime and vulnerability such as victims of domestic abuse, working out of Nuneaton Justice Centre as part of the Harm Hub.
- **Small Fires Unit** - Joint patrol with Police Community Support Officers (PCSOs) in deliberate small fire hotspots, challenging anti-social behaviour (ASB) and giving fire safety education and messages to young people using intelligence from Arson Reduction and the Police.
- **Anti-Social Behaviour Intervention Team** - Joint patrols with PCSOs to challenge ASB and provide fire safety education at peak times (school holidays, exam results, Halloween and Bonfire). This scheme has led to a 40% reduction in deliberate fire setting. This receives funding from the PCC.
- **Fatal Four Road Traffic Collision reduction programme** delivered to young adults of driving age to educate them on the dangers of driving whilst under the influence of drink or drugs.
- **Bicycle Intervention, Knowledge and Education (BIKE)** - High visibility patrols of wooded areas and recreational grounds to engage and educate young people on a peak demand basis.
- **Rural Crime** - Working with rural crime co-ordinators to visit rural victims of arson and to provide prevention advice to surrounding farms.
- **Safety Awareness Fire Education (SAFE)** - Part of the arson reduction role is to target first time offenders (young people) with a programme on low level fire setting; these children predominantly come from low income families and would be classed as vulnerable.
- **PSCO/RDS Pilot** - A pilot programme for Retained Duty System (RDS) Fire Fighters to be recruited from the existing Police & Community Safety Officers (PCSO) in Warwickshire

Police. The programme looks to support challenges in the recruitment of On - Call firefighters and the potential for Emergency Services staff to have a wider skills range to benefit the community. To date, we have recruited one PSCO successfully as an RDS firefighter.

- **Operational Planning** – Joint planning for major events, particularly where there is sensitive and secure information (Marauding Terrorist Firearms Attack (MTFA), VIP visits)
- **Missing persons searches** – Hereford & Worcestershire Fire and Rescue Service (HWFRS), Shropshire Fire and Rescue Service and Warwickshire Fire and Rescue Service have collectively formalised an agreement to support West Mercia Police and Warwickshire Police in the searches for high risk missing persons. The type of equipment the fire and rescue services can bring to this type of immediate search assists all those involved. Incidents may benefit from the use of thermal imaging cameras, lighting, trauma packs and mobile mapping data held on vehicle mounted IT systems.

Warwickshire Fire and Rescue Service has also implemented:

- **Community First Responder Pilot** - A pilot project with West Midlands Ambulance Service utilising RDS firefighters to respond to emergency calls and give lifesaving initial care until the arrival of the ambulance. In the first six months of the project, the crew at Southam has attended around 3-5 calls a week, and we are now looking to extend the scheme to Coleshill
- **Joint Fire Control** - A joint project with Northamptonshire Fire and Rescue Service to procure a joint mobilising system and provide greater resilience in Fire Control.
- **Estates - Co-location with Ambulance Service** - The Ambulance Service locate vehicles and crews at a number of sites across WFRS, with resulting efficiencies and collaborative working.

In addition, I have provided grant funding to Warwickshire Search and Rescue, whose lowland rescue teams provide support to the police in searching for missing persons. Primarily this covers vulnerable missing people, such as those with mental health issues, Alzheimer's or who are otherwise at risk.

Future opportunities for collaboration

In addition to the above, the following areas of activity have been identified as having potential for further collaboration:

Operational Deployments

Water response for body retrieval
Hazardous Material Incidents
Forced Entry if immediate concern for welfare
Road Traffic Collision high harm routes
Drones and air observation
Working at Height
Counter Terrorism / Serious Organised Crime
Police / Fire Control options
Missing persons and wide area search
Defensive search
Multi agency tasking for Op. Trivium or similar activity

Community Safety

Repeat victim and repeat offender developments
Safeguarding including signposting for medium term concern for welfare
Harm Hub development and co-locating
PCSO / Fire safety inspections and up skilling community risk technicians to identify risk.
Joint marketing including social media
Young Fire Fighters / Cadets
Multi Agency Risk Assessment Conferences.

Supporting Infrastructure

Trauma Risk Management and critical incident debriefing
Training venues
Shared Systems and Digital / ICT strategies
ICT Managers Forum
Procurement – Common needs and existing frameworks
Training – Health & Safety, Leadership & management; Driving; Project Management;
HR Policies and Practices
Recruitment and Induction
Shared Fuel locations / bunkering

Estates

Shared Property services and maintenance support
Shared buildings (existing)
Shared buildings (new builds)
Standby points (places of refuge / welfare touchdowns)
Property rationalisation (residual building stock)
Shared training venues.

The board will scope the potential of each of these areas, with an initial focus on:

- Co-location of police and fire emergency planning teams within the new police control room.
- The roll out of vulnerability training for fire and other emergency services personnel, to mirror that provided to police officers and police staff to ensure that vulnerable people can be identified and effectively signposted to support services.
- Shared use of drone technology by police and fire services

I will keep the Panel updated on the above at regular intervals.

6) PCC Grant Scheme 2018-19

Between November and December 2017 I opened up my grant scheme and invited organisations to bid for funding for 2018/19 against one of the grant funds as detailed below:-

- Addressing Sexual Abuse and/ or Child Sexual Exploitation;
- Delivering positive diversionary activities to identified young people;
- Delivering a countywide Domestic Abuse perpetrator intervention;
- PCC small grant awards.

I received 42 (*excluding projects already commissioned and agreed*) applications for funding to address the priorities of the Warwickshire Police and Crime Plan 2016-2020. The applications requested came to just over £1 million (*excluding projects already commissioned and agreed*). My

office evaluated all applications individually against the same criteria scoring the application against key areas:

- Value for Money, including future sustainability plans,
- Evidence of need for the project in Warwickshire,
- How the applicant will evidence the direct links, impact and outcomes of the project against the priorities of the Police and Crime Plan.

Applications were prioritised ensuring:

- coverage of priorities across the Police and Crime Plan,
- projects are focused in the most needed/ required geographical locations,
- ranked in relation to other projects addressing the same or similar priorities.

Due to the high level of bids received I have not been in a position to award all of the grants as requested. It was a competitive process and I have prioritised my awards in line with my Police and Crime Plan priorities. Once I have received back all the signed Terms and Conditions from the successful applicants I will publish details on the OPCC website of all the grants awarded.

I will be launching a new grant fund to address “Drugs and Alcohol in the Criminal Justice arena” in the spring therefore I did not consider any targeted Drug and Alcohol related applications at this time.

7) OPCC Staffing

There have been three changes in members of staff in the OPCC since January 2018.

I am pleased to report that Zeynab Gamielien has been appointed as Policy and Research Officer leading on Criminal Justice for the OPCC, and replaces Caroline Ryder who left the organisation in September 2017. Zaynab’s policy areas include restorative justice and Integrated Offender Management, as well as overseeing police custody matters, including the Independent Custody Visitors’ scheme.

David Patterson, has joined the office replacing Becky Parsons. David is the OPCC lead for monitoring force performance and the development of an assurance programme to ensure adherence with the Police and Crime Plan; liaison with the Police and Crime Panel and Her Majesty’s Inspectorate of Constabulary, Fire and Rescue Services, co-ordination of the weekly ‘holding to account’ meetings between the Commissioner and Chief Constable; and production of the Annual Report. He also leads on cyber-crime and liaison with the Nuneaton & Bedworth Community Safety Partnership.

Cheryl Goode, PA and Deputy Office Manager, retired in December 2017. I have appointed a replacement subject to vetting and employment checks.

8) Transparency and new OPCC website

For the third year running, the work of the OPCC to provide information in an open and transparent manner was recognised with a quality mark from CoPaCC, an independent organisation which monitors policing governance in England and Wales.

Each year, CoPaCC invites OPCCs to provide details of how it meets the current statutory transparency requirements and makes an assessment of whether information is published in an open and transparent manner. In Warwickshire, we have been granted a transparency quality mark on each occasion we've been assessed.

Furthermore, not to become complacent, I have recently re-launched the OPCC website with a new look and structure, which makes finding information about the work we do even easier.

9) Charity Redeeming Our Communities (ROC)

In February I had the pleasure to attend the 'Conversation' event organised by the national charity Redeeming Our Communities (ROC). The charity's main aim is to bring about community transformation by creating strategic partnerships which open up opportunities for crime and disorder reduction and improved community cohesion. This partnership approach has seen crime and anti-social behaviour fall and fresh hope brought to some of the most deprived and challenging areas of the UK, urban and rural alike.

ROC brings together community groups, churches, the police, the fire service, local authorities and voluntary agencies to encourage them to work together in positive partnerships for practical 'on the ground' change. As a result, statutory agencies have improved access to the support of community/church groups, and thousands of volunteers are enabled to better serve the needs of their community.

An impressive 240 people were in attendance with another 300 watching and taking part online. I was delighted to be asked to speak and outlined my experiences with volunteering, both during my military service with the Army Reserve and more latterly as PCC, explaining the vital contribution that Specials and volunteers make to keeping our communities safe.

The talks were followed by table top discussions and I could see that there were many positive ideas being discussed throughout the room, which I hope will lead to further positive action in the future, helping to strengthen volunteering activities that are already in action as well as encouraging others to develop on the ground.

I'll be interested to see how the Bedworth event develops and I was pleased to hear from Debra Green OBE, the founder and national director of ROC that a similar event is being considered for Rugby in the future.

10) Summary of activity since 1st January 2018

The list is not exhaustive but I have attended the following meetings / events:

- Continued to meet the Chief Constable in private on a weekly basis to hold him to account
- Initiated and chaired the Community Speed Watch meeting
- Met and consulted with MPs and elected members from across the county in relation to Policing Precept Proposals
- Attended NPAS Seminar
- Presented at Whitestone and Bulkington Community Forum
- Chaired the Alliance Governance Group meeting (AGG)
- Attended a meeting of the Trust, Integrity and Ethics Committee.
- Met with Rugby Street Pastors
- Budget consultation meeting with the Business Community
- Addressed Superintendents at College of Policing on the Strategic future / Vision for Emergency Services Collaboration, Emerging Concerns, Challenges & Aspirations
- Attended the regional PCC / Chief Constable meeting
- Received a briefing on the National Ballistics Intelligence Service
- Presented at Stratford District Council Overview and Scrutiny Committee
- Attended 'Redeeming our Communities' event, Bedworth.
- Received presentations from prospective marketing agents for the sale of Leek Wootton.

11) Decisions of the PCC

I have made the following decisions since 1st January 2018:

WPCC20034 – Proposed precept for 1 April 2018 to March 2019

WPCC20035 – Setting the precept for 1 April 2018 to March 2019

WPCC20036 – Vetting capability (Alliance decision signed at Alliance Governance Group)

WPCC20037 – Extension of Victim Support Contract

WPCC20038 – *In progress* (Extra funding for additional car parking and office furniture at Stuart Ross House)

WPCC20039 - *In progress* (Roofing repairs for Stratford upon Avon Police Station and Court)

WPCC20040 – *In progress* (Appointment of marketing agents for the Sale of Leek Wootton)

WPCC20041 – Member of OPCC staff payscale upgrade (Exempt from Disclosure under S.40(2) (personal information) of the Freedom of Information Act)

A copy of the non-exempt completed decision forms are published on the OPCC website together with any relevant documents.

<https://www.warwickshire-pcc.gov.uk/your-pcc/decision-making>

Appendices:

Appendix A – Letter to PCC, and PCC response to Police and Crime Panel letter.

Appendix B – Warwickshire Police Q3 performance report Q2 2017/18

Appendix C - RESTRICTED - Warwickshire police response to Q3 force performance report questions posed



Councillor Nicola Davies
 Warwickshire Police and Crime Panel Chair
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7 February 2018

Dear Mr Seccombe,

Warwickshire Policing Precept 2018/19

Thank you for presenting your budget proposals to the meeting of the Police and Crime Panel on 1st February 2018, and for answering the broad ranging questions put to you by the Panel. The draft minutes of that meeting are enclosed.

I write to confirm that the Panel supports your proposal of a 6.25% increase in the local policing precept for the 2018/19 financial year. The Panel has also agreed to make a number of recommendations concerning:

- Fairer funding from Central Government
- Definitions of police officer numbers
- The approach to public consultation

Fairer Funding from Central Government

The Panel welcomed the lifting of the national pay cap which enabled a well-deserved pay rise for the Force. However, the flat cash settlement from Central Government, alongside price and pay inflation, has created significant budgetary pressures. The Panel are mindful that your precept decision is being taken within a context of increasing levels of reported crime both locally and nationally, and members recognise that the public have overwhelmingly called for the protection of frontline policing.

Whilst the Panel welcomes the recent Home Office announcement that allows greater flexibility in the level of precept set by the Commissioner, members note that in order to retain current levels of policing, the burden of funding is falling directly onto the council tax payers of Warwickshire. Therefore, the Panel recommends that:

- 1. The Commissioner puts a strong case to Government to press for fairer funding for Warwickshire Police. The Panel would welcome an update on this in due course.**

In previous years the Panel has expressed concern about the high level of reserves. We are pleased to note that you are taking a prudent approach to funding the budget gap by increasing the use of reserves over the medium term. Accordingly, the Panel recommends that:

- 2. The Commissioner continues to keep the use of reserves under close review, alongside the delivery of the Force's savings targets, to ensure there is capacity to cope with future risks and funding instability.**

Definition of Police Officer Numbers

Panel members felt strongly that the public consultation carried out between 22 December 2017 and 19 January 2018 was not crystal clear in explaining the impact of each budget option on police officer numbers. The Panel believe that a lack of clarity could have had an impact on the public's understanding of these numbers. Therefore, the Panel recommends that:

3. **The Commissioner, in responding to this letter, provides written detail on the number of officers that the Force has, and will have, following the precept increase. This should be accompanied by a narrative to explain how Police Officer numbers are defined.**
4. **The Commissioner publishes and promotes his response to this letter on his webpage by the 1st March 2018.**
5. **In future years, where Police Officer numbers feature in precept consultations, a clear explanation of the model used to define officer numbers is included.**

Public Consultation

The Panel acknowledges that the Budget Consultation received a statistically significant 1500 responses, and we note that this is the highest response rate for a consultation to date. With over 70% of respondents selecting the £12 increase option, there was a clear indication that the majority were in favour of the maximum rise. We also note that the consultation timeframe was shorter than may have been wished, due to the late release of the Provisional Finance Settlement from Central Government.

At the meeting on 1 February 2018, the Panel raised a series of questions concerning your approach to public consultation. These questions sought to explore how you understood the demographic of your respondents, and highlighted that some groups may be under or overrepresented in your survey. The survey responses showed an overrepresentation from your own district area compared to the north of the county, but we recognise that steps were taken to obtain responses from across Warwickshire.

The Panel's research revealed that some other Commissioners had undertaken a more detailed consultation to acquire information on respondent's age, gender and ethnic origin, for example. By gathering this information, we believe that you would gain a clearer understanding of those groups who are underrepresented, and can take action to remedy this. In light of this, the Panel recommends that:

6. **In future years, a proactive and targeted approach is taken to engaging with residents in the north of the county, and from demographic groups that may currently be underrepresented.**
7. **Consideration is given to ways of recording more details about respondents, whilst balancing the value in keeping the survey quick to complete.**

The Panel agrees it would enhance transparency for the consultation responses to be published on your website, once any personal identifying features have been removed. We can link to this information from our website: www.warwickshire.gov.uk/policeandcrimepanel . At our next meeting on 19th March 2018, the Panel will be reviewing your Consultation and Engagement Strategy which offers a constructive opportunity to explore this topic further.

Conclusion

The Panel would like to record its thanks for the quality of information they have received, and commend the open and transparent approach that your office and Warwickshire Police have taken in setting the budget.

The Panel also wishes to record its interest in the Force's use of restorative justice and the police estate. These issues will feature in the Panel's work programme over the coming year.

On behalf of the Panel, I trust that you will reflect on the recommendations set out in this letter, and look forward to your written response.

Yours Sincerely
Councillor Nicola Davies
Warwickshire Police and Crime Panel Chair



28th February 2018

Cllr Nicola Davies
Warwickshire Police and Crime Panel Chair
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Warwickshire Office of the PCC
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Philip Seccombe TD
Police and Crime Commissioner

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Dear Nicola

Warwickshire Policing Precept 2018/19

Thank you for your prompt response to my budget proposals. I am pleased that the Police and Crime Panel has unanimously supported my proposal for an increase of 6.25% or £12 in the local policing precept for 2018/19. I found the discussions at the Panel both helpful, constructive and insightful.

I note the recommendations that the Panel has made. These broadly cover three areas and I will address each in turn.

Fairer Funding from Central Government

I welcome the Panel's recognition of the pressures policing faces, both nationally and locally in Warwickshire. I will continue to put a strong case to Government to press for fairer funding for Warwickshire police and Warwickshire residents. As you are aware, I have already spoken to the Home Secretary, the Policing Minister and the Warwickshire M.P.s about the funding Warwickshire receives and will continue to do so at every opportunity. I hope that you will support me in this important work.

As you requested in your letter, I will continue to take a prudent approach to the use of reserves and will scrutinise closely both their use and the delivery of the Force's savings targets. In the Medium Term Financial Plan, the savings target is currently estimated at £8.512m from 2019/10 to 2021/22. The Forces will be preparing plans to deliver these additional savings. I will be discussing these with the Chief Constable between April and September. The Treasurer and I will continue to brief both the Panel and the Budget Working Group on a regular basis in this regard.

Definition of Police Officer Numbers

I welcome the opportunity to give a more detailed written explanation of the current and planned position, given the increase in the precept.

Turning to the number of police officers, the budgeted staffing establishment is as follows:

	F.T.E.s
Budgeted police officer establishment as at April 2016	887.9
Budgeted police officer establishment as at April 2017	898.8
Budgeted police officer establishment as at April 2018	893.7

It should be noted that the average cost of a police officer (or a transferee) is estimated at £54000 per annum and the average cost of a new recruit is estimated at £35000 per annum. Clearly the actual number of police officers may change based on the balance of recruitment undertaken between transferees and new recruits.

In preparing the consultation proposals I asked the Chief Constable to assess the impact of increases in the precept. He stated the minimum number of police officers that could be retained based on the average cost of a police officer (i.e. a transferee). At my request he also reviewed these figures to include new recruits. With an increase in the precept of £12, it was estimated that 33 transferees could be recruited. If new recruits are included (at a lower cost) this rises to above 50.

For your information the actual number of police officers employed by the Chief Constable for Warwickshire is 824 (January 2018). The difference between the budgeted staffing establishment (F.T.E.) and the actual number of officers arises largely because:

- Natural turnover occurs
- The money for 24 Detective Posts is currently being used to employ additional Police Staff Investigators (at a lower cost)
- A small number of police officers are deployed on national and regional operations and teams.
- Some Warwickshire Police Officers are deployed in teams that operate across the entirety of the Alliance in line with demand (as are some West Mercia officers).

I hope that I will be able to recruit the additional police officers during 2018/19 and would hope to achieve a full staffing establishment (subject to natural turnover). However, as you will appreciate this is dependent on the Force's ability to recruit both transferees and/or new recruits. The Chief Constable and his staff are progressing plans for effective recruitment. The recruitment process, including the assessment by the College of Policing and the training programme is lengthy and onerous. The process is dependent on the capacity of the College of Policing to undertake the required assessments. Given the financial settlement, we have increased our requirement for such assessments by the College as have several other forces, and are discussing the likely timescales. We are also hoping to retain existing police officers employed by the Warwickshire Force. The Chief Constable is personally leading initiatives to improve the health and wellbeing of existing staff and to promote talent management and development opportunities.

I intend to review the budgeted and actual staffing establishment for police officers, police staff, P.C.S.Os, Special Constables and Volunteers, and the recruitment and training programmes at my weekly meetings with the Chief Constable. In this letter I focus on the concerns raised by the Panel in relation to Police Officer Numbers.

Public Consultation

I found the discussion at the Panel useful and informative. I look forward to working with the Panel to further develop the consultation process. Like you I am keen to reach out to all residents, whether they live in the North or the South of the County and would like to include underrepresented groups further. I am confident that with the Panel's help I will strengthen consultation and engagement over the coming year. I would like to invite a Member of the Panel to assist me with the design of next year's consultation process.

Finally I would like to thank you as the Chair and all members of the Panel for the open, transparent and constructive approach you have taken to my budget and precept proposals. We share a common desire to see an effective policing service in Warwickshire that keeps our residents safe. I look forward to working with you to achieve this in the future.

Yours sincerely

A handwritten signature in black ink, appearing to read "Philip Seccombe". The signature is written in a cursive style with a large initial 'P' and a long, sweeping underline.

Philip Seccombe TD
Police and Crime Commissioner



Philip Seccombe
Police and Crime
Commissioner
for Warwickshire

WARWICKSHIRE POLICE AND CRIME PLAN 2016 – 2021

Performance Summary October - December 2017

A SAFER, MORE SECURE WARWICKSHIRE

Summary

Topic	Inclusion	Data	Commentary	
<i>Putting Victims and Survivors First</i>				
Confidence	Quarter report	Decreased on previous period but above the national average.	Confidence will be next be updated in late-January 2018.	4
Victim Satisfaction	Month & quarter	Decrease compared to previous quarter	Positive results from domestic abuse victim survey	5
Repeat Victimisation	Month & quarter	Reduction in the volume of repeat victims.	'Repeats' data shared with policing area commanders.	7
<i>Protecting People from Harm</i>				
Hate Crime	Month & quarter	Decrease on previous quarter. Satisfaction – stable compared to previous quarter.	Subject to discussion at PMG	8
Missing Persons Reports	Quarter unless exceptional	Increase in missing person reports compared to previous quarter.		10
Sexual Offences – Rape	Month & quarter	Decrease on previous quarter.	Volumes in expected range	12
Sexual Offences – Other	Month & quarter	Decrease on previous quarter.	Volumes in expected range	13
Domestic Abuse	Quarter unless exceptional	Decrease on previous quarter.	Application of keywords in ATHENA has affected volumes	16
Child at Risk / CSE	Month & quarter	CAR - decrease on previous quarter. CSE - decrease on previous quarter.	Application of keywords in ATHENA has affected volumes	18
Road Traffic Casualties	Quarter unless exceptional	10 road deaths in the last quarter.	Winter Drink/Drug driving campaign led to 80 arrests.	20
<i>Preventing & Reducing Crime</i>				
Total Recorded Crime	Month & quarter	Decrease on previous quarter.	Year end projections will be discussed at PMG.	22
Violence with Injury	Quarter unless exceptional	Decrease on previous quarter.	Decreases across both policing areas.	25
Residential Burglary-Dwelling	Quarter unless exceptional	Increase on previous quarter.	Increases across South Warwickshire.	26
Business and Community burglary	Exceptional	Increase on previous quarter.	Exceptional volumes across Warwickshire in Oct & Nov.	27
Robbery	Quarter unless exceptional	Decrease on previous quarter.	Increase in the monthly average in October.	28
Vehicle Crime	Additional	Decrease on previous quarter	Exceptional volumes in October	29
Theft from Person	Additional	Increase on previous quarter	Report commissioned to understand trends	30
Criminal damage	Additional	Increase on previous quarter		31
Business Crime	Quarter unless exceptional	Not included this month due to Athena data issues.	We hope to have this available in the near future.	
Rural Crime	Quarter unless exceptional	Decrease on previous quarter.		32
Cyber Crime	Month & quarter	Decrease on previous quarter.	Application of keywords in ATHENA has affected volumes	33
Repeat Offending	Month & quarter	Not included this month due to Athena data issues.	We hope to have this available in the near future.	
Repeat Offending – IOM offenders	Month & quarter	Not included this month due to Athena data issues.	We hope to have this available in the near future.	
Anti-Social Behaviour	Quarter unless exceptional	Decrease on previous quarter.	Report commissioned to understand trends in personal ASB.	35
<i>Ensuring Efficient and Effective Policing</i>				
Response Times to Emergency Incidents	Quarter unless exceptional	Decrease in emergency incidents compared to the previous quarter.	Exceptional avg emergency response times in November and December.	37
Criminal Justice – File Quality	Quarter report	Errors with non-compliance with national file standards		39
Sickness	Month & quarter	Increase in Officer sickness rate; decrease in Staff sickness rate compared to previous quarter	Health & Wellbeing activity ongoing	41
Complaints	Quarter report	Recording complaints below target and finalising complaints above.	Command team addressing issues	42
Call Handling	Month & quarter	Reduction in call volumes and abandoned rate.		44
Firearms Licensing	Additional	Pending applications at manageable levels		47

Performance Summary

This performance document aims to report on areas of performance that relate to the priorities contained in the Police and Crime Plan and key areas of risk identified in the Alliance Control Strategy.



Alliance Control Strategy 2017/18 Vision: Protecting people from harm

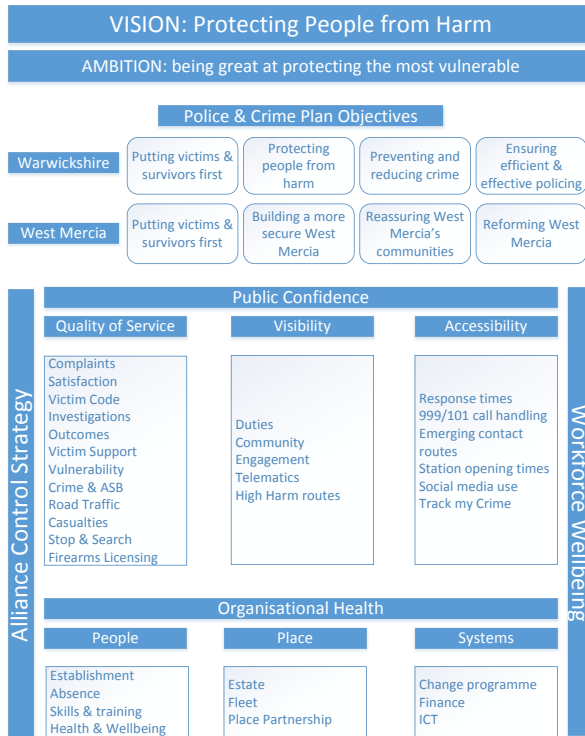
Strategic Policing Requirement

- Terrorism
- Serious and organised crime
- Cyber crime
- Threats to public order
- Civil emergencies
- Child sexual exploitation and abuse

<p>priorities represent the highest risk, taking account of our capacity and capability</p>	Cyber crime	Focussing on cyber dependent crime and the impact on our communities. Maximising evidential opportunities to benefit investigations and address knowledge gaps.
	Child sexual exploitation and abuse	Knowing the signs of CSE&A and safeguarding victims remains a priority. Targeting the perpetrator.
	Serious and organised crime	Understanding the pathways into serious and organised crime and the exploitation of vulnerable people. Using local multi-agency action plans to tackle the threat from OCGs and 'county lines'.
	Rape and sexual assault	Safeguarding and recognising victims remains a priority.
	Domestic abuse	Promoting partnership working and increasing confidence in reporting.
	Modern slavery and human trafficking	Increasing threat with significant intelligence gaps. Raising awareness and understanding to improve response and identification of victims.
	Killed and seriously injured RTCs	Supporting the work of the Safer Roads Partnership to reduce the number of people killed and seriously injured on our roads.
	Organised immigration crime	Increase intelligence gathering, understand the link between clandestine entrants as victims of OIC.
	FGM, HBA and FM	Engage with partners and local communities to improve confidence in reporting of female genital mutilation, honour based abuse and forced marriage.
	Foreign national offenders	Targeted operations with partners, understand the impact of the UK leaving the European Union.
<p>Intelligence requirement represents what we need to know more about</p>	Terrorism and violent extremism	Early identification of significant changes in behaviour/attitude or lifestyle of individuals who may be self radicalised. Maximising opportunities for intelligence capture at events to inform threat picture.
	Stalking and harassment	Need to understand the threat, harm and risk.

- Daily business**
- courier fraud
 - homicide
 - drugs
 - burglary
 - firearms
 - vehicle crime
 - rural crime
 - business crime
 - corruption in public office

Alliance Performance Framework



The document does not report on all aspects of performance, it comments on areas of high harm and other areas where there has been a notable change. Crime data is presented through control charts. These allow us to see the normal expected variation in monthly offence volumes and identify when outliers occur beyond this stable position, and therefore where further investigation into the cause of this change is needed. The force monitors a wide range of other information to support the management of performance.

This report provides a quarterly review of performance which then informs the forces Performance Management Group, chaired by the Deputy Chief Constable, where performance information is discussed in greater detail.

Where possible, performance comparisons are made to the Force's 'most similar group' (a group of 8 peer forces designated by the Home Office)¹. Unfortunately, for this period, this comparative data is not available. Following the introduction of ATHENA as the force's crime recording tool in October 2017, there has been a short term disruption to how we provide data to the Home Office and therefore we do not have accurate force comparisons.

This quarter report also typically includes detail of recorded crime outcomes. Following the introduction of ATHENA we are continuing to develop processes to extract accurate data to identify these details. The data is not included in this report, however we hope to have a headline report available by the end of January.

¹ Most Similar Forces are: Devon & Cornwall, Gloucestershire, Norfolk, North Yorkshire, Suffolk, Warwickshire, Wiltshire

Putting Victims & Survivors First

Confidence in Police

Signs of Improvement would be:

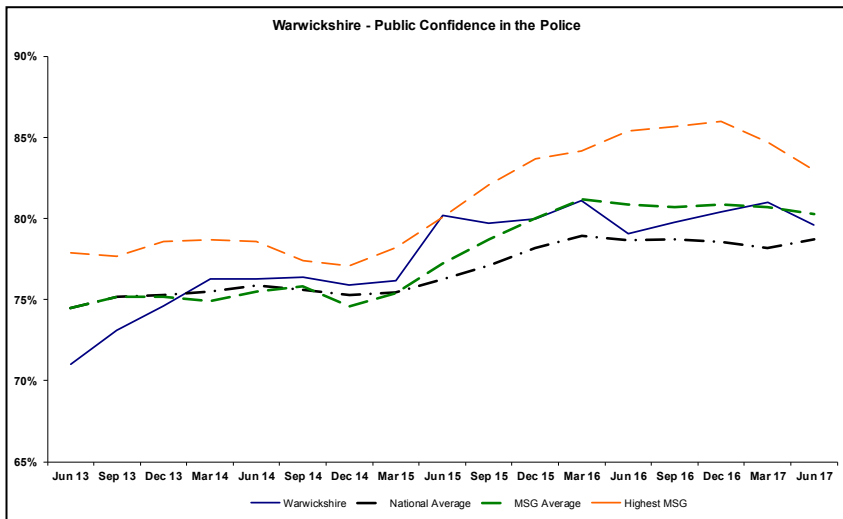
- ❖ Improved confidence: within force and against MSG peer forces

Public confidence in the police is measured through the national Crime Survey for England and Wales (CSEW). The data is published quarterly, with the latest update covering the period to June 2017. The next data set will be published at the end of January 2018.

The force has seen a long term improvement in confidence levels felt by local communities. Latest data shows a slight reduction in confidence, however levels continue to be above the national average (79%), with almost 8 in every 10 (80%) people having confidence in the police in their local area.

The national trend shows an improvement in confidence compared to the previous quarter, although the longer term trend (Mar-16 to Jun-17) has remained static. Most forces have seen an improvement in performance for the latest quarter.

Against the Most Similar Group² (MSG) of peer forces, Warwickshire is currently ranked 6th of the 8 forces, compared to 3rd in the previous reporting period. The force's ranking against all forces has reduced from 13th (Mar-17) to 20th (Jun-17) of 42 forces.



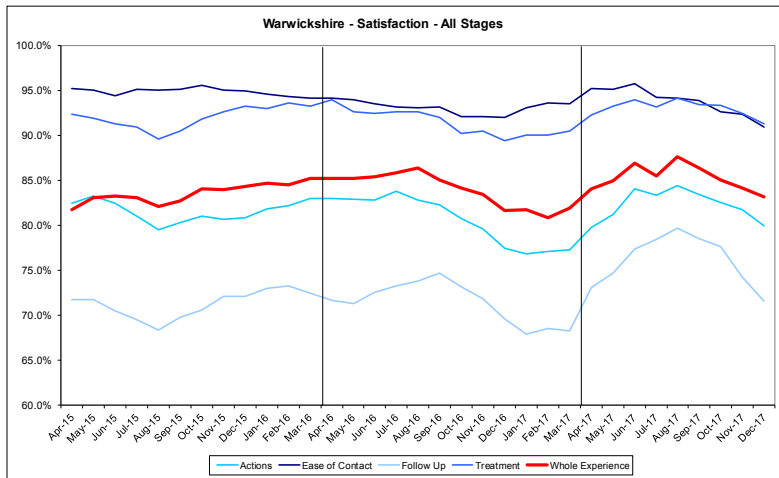
	Mar-17		Jun-17	
	%	Rank	%	Rank
Warwickshire	81.0%	3	79.6%	6
MSG Average	80.7%		80.3%	

² Most Similar Forces for Warwickshire are: Devon & Cornwall, Cambridgeshire, Gloucestershire, North Wales, Suffolk, West Mercia and Wiltshire.

Victim Satisfaction

Signs of Improvement would be:

- ❖ Improved satisfaction: across all four stages & whole experience

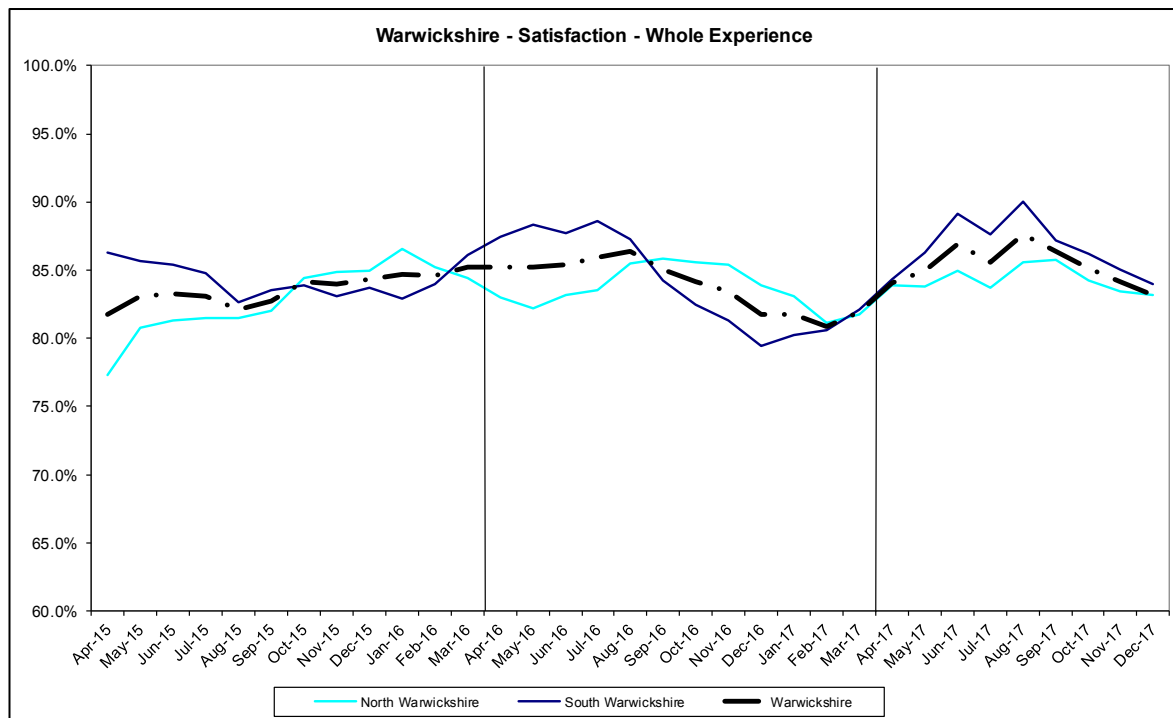


	Oct-17	Nov-17	Dec-17
North Warwickshire	84.2%	83.5%	83.2%
South Warwickshire	86.2%	85.0%	84.0%
Warwickshire	85.1%	84.2%	83.6%

The alliance aspiration for victim satisfaction is for 9 out of 10 victims to be satisfied with the overall service provided.

Overall victims satisfaction for 'Whole Experience' saw a small decrease last quarter compared to the previous (84% Oct-Dec, compared to 87% Jul - Sep - rolling 6 months). Performance decreased across both policing areas and decreased across each measured stage of satisfaction.

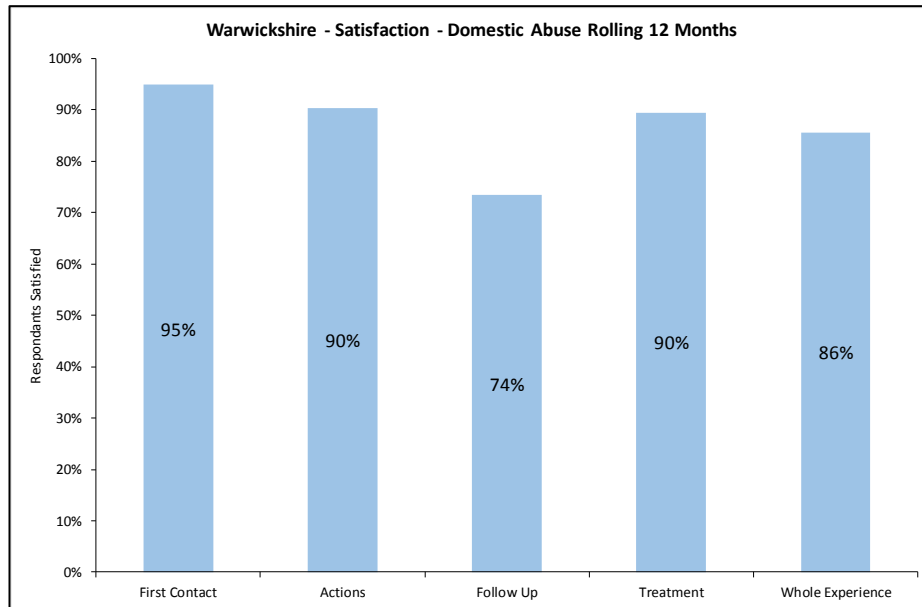
The following chart should be used to indicate longer term trends rather than month on month variation which is often not statistically significant.



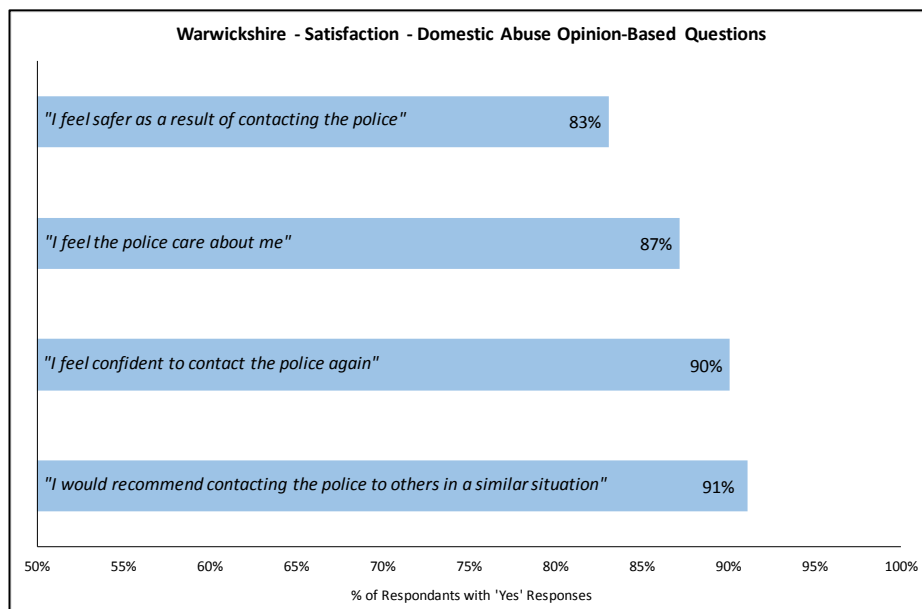
Domestic Abuse

From October 2016, the alliance began to measure the five stages of satisfaction (i.e. First Contact, Actions, Follow-up, Treatment and Whole Experience) against domestic abuse offences. To gain a better understanding of how police actions affect the victim's experience, a series of opinion-based closed questions were also included in the surveys.

Due to the low volume of respondents each month, data is currently reported on at force level only.



	Respondents	Satisfied
First Contact	234	222
Actions	249	225
Follow Up	238	170
Treatment	287	257
Whole Experience	284	243



	Respondants	YES' Response
"I feel safer as a result of contacting the police"	254	211
"I feel the police care about me"	273	238
"I feel confident to contact the police again"	274	247
"I would recommend contacting the police to others in a similar situation"	270	246

Although further improvements can be made, the results from these surveys show that Warwickshire staff provide a consistently high level of service to victims of domestic abuse.

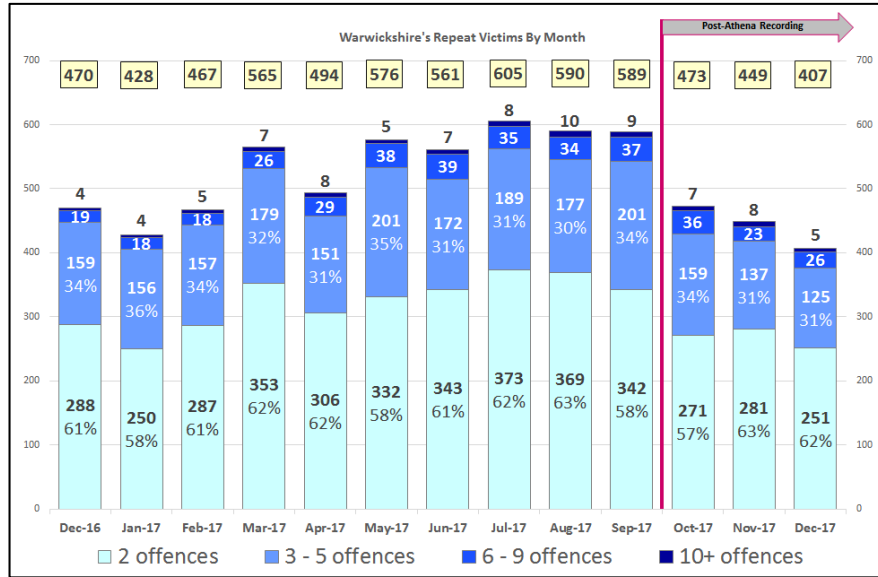
Repeat Victims

Signs of Improvement would be:

- ❖ Reduction in repeat victims

A repeat victim is defined as an individual recorded as a victim in the current reporting month that has had at least one other offence in the preceding 12 months. As a repeat victim can have presence in both alliance force areas, these counts reflect Warwickshire's victims/ offenders only, but quantifies total offences across the alliance.

Repeat Victimization



Extracting this data following the introduction of ATHENA has been challenging. Although we are content with the accuracy of this, the change of process and modelling means the data may not be directly comparable to previous months.

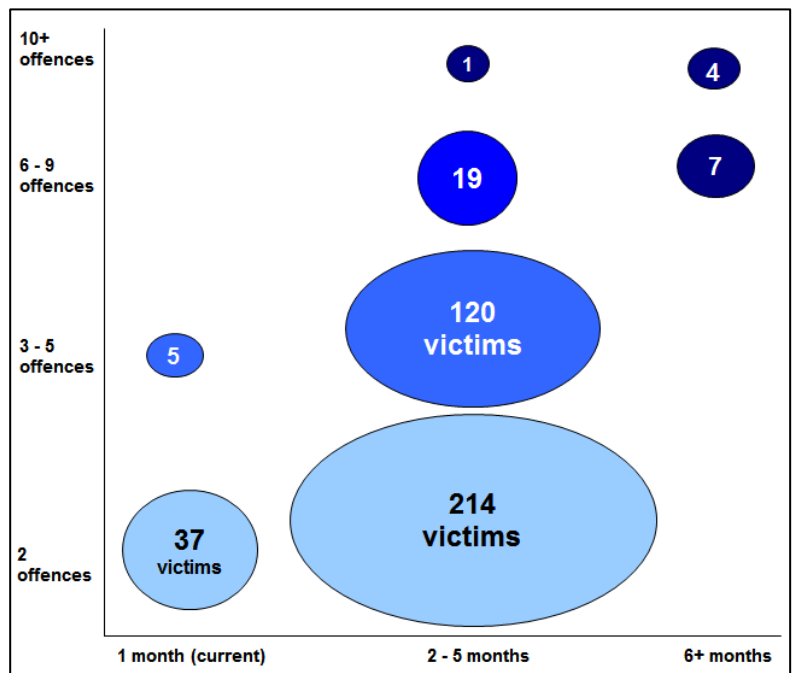
Activity around the recently introduced Integrated Victim Management plans is likely to be a factor in the reducing volumes of repeat victims.

Volumes of repeat victims appear to be notably low in December. This is most likely to be driven by the drop in total recorded crime in this month, as the proportion of all victims remains comparable to that seen in Dec 2016 (20%).

This chart indicates over what period instances of repeat victimisation have occurred.

5 individuals have been a victim of 10+ offences, 2 were victims in South Warwickshire, 2 in North Warwickshire and 1 in both policing areas. One individual is predominantly a repeat victim in West Mercia force area.

Details of these individuals are shared with policing area command teams to ensure appropriate activity, particularly in terms of risk management plans, is in place.



Protecting People from Harm

Hate Crime

Signs of Improvement would be:

- ❖ Increased reporting
- ❖ Sustained / improved victim satisfaction



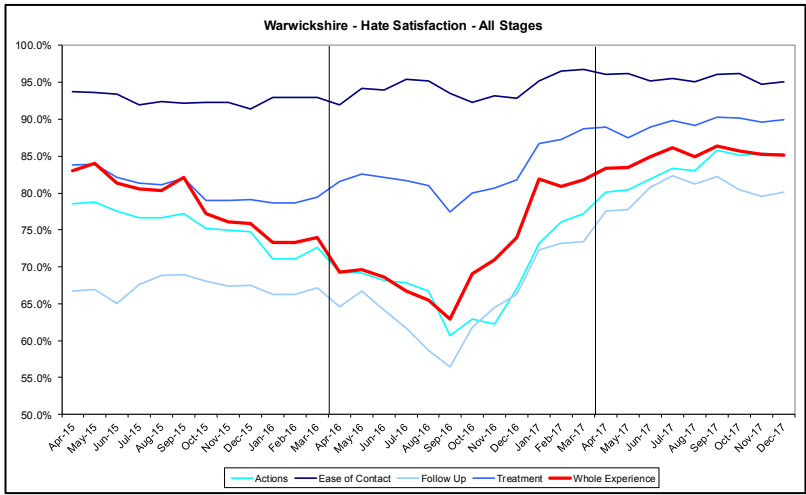
	Oct-17	Nov-17	Dec-17
North Warwickshire	56	36	33
South Warwickshire	33	18	18
Warwickshire	89	54	51

The force recognises the significant impact of hate crime on victims and the need to continue to encourage those subject to such incidents to have the confidence to report and receive high levels of service. The diversity team review all reported hate crimes and incidents to help identify any trends and ensure victims receive the best level of service. Ultimately, the long term aim is to reduce the volume of offending and the number of victims subject to hate offences.

194 offences/ incidents were recorded this quarter. This is a 15% reduction compared to the previous quarter (227) and below the quarter average (214). Reduced volumes were seen across both policing areas last quarter compared to the previous quarter.

As with the previous quarter, the majority of hate crimes were of a racial nature.

Hate Crime Victim Satisfaction



	Oct-17	Nov-17	Dec-17
North Warwickshire	82.8%	84.5%	84.8%
South Warwickshire	89.7%	86.4%	85.7%
Warwickshire	85.7%	85.3%	85.1%

As the number of reported hate crimes is low, the number of victims who are surveyed each month is also low (average of only 10 per month). The data is therefore shown on the chart as a rolling 12 months to give a longer term trend and to prevent short term reactions to what can be significant month-on-month variations.

85% of hate crime victims were satisfied with their overall experience with the police last quarter³, very similar to the previous quarter (86%).

Performance decreased in South Warwickshire last quarter (88%) compared with the previous quarter (92%) but increased in North Warwickshire in the last quarter (84%) compared with the previous quarter (81%). Performance remained stable across each measured stage of satisfaction.

Victims of hate crime will be a key focus of the Integrated Victim Management process.

The static nature of hate crime satisfaction rates across the force is of concern and action has been taken to understand and address this situation. Each policing area has produced a clear PIER plan setting out how they will drive improvements. Hate crime satisfaction and these plans will be discussed in more detail at Performance Management Group later in January 2018.

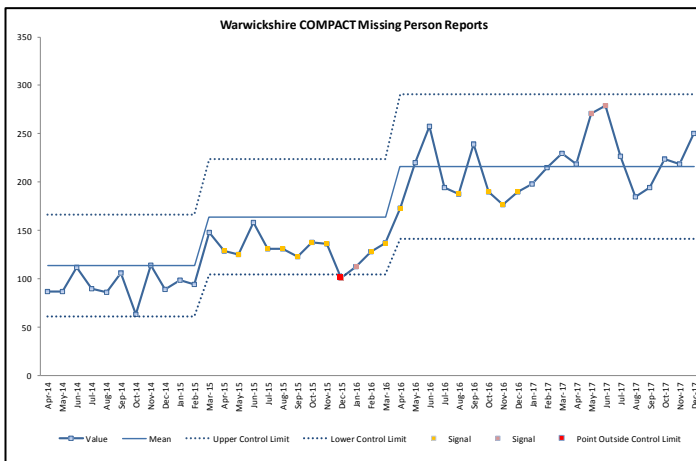
³ This is based on interviews undertaken over the last 12 months to give an adequate sample size for analysis

Missing Persons

Signs of Improvement would be:

- ❖ Reduction in frequency of repeat missing persons
- ❖ Reduction in duration of missing
- ❖ Overall reduction of missing incidents

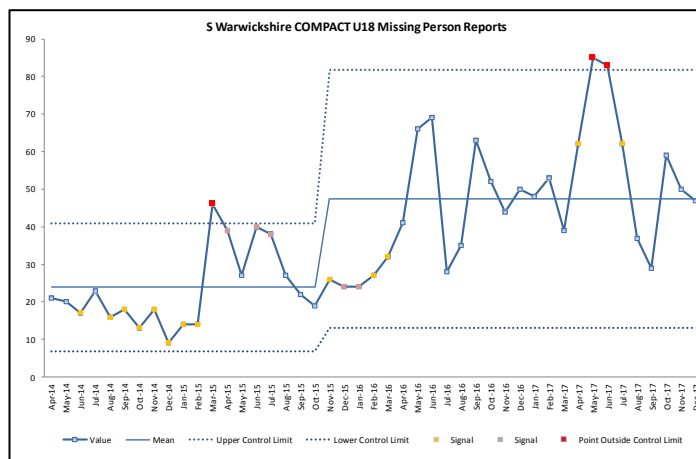
The figures presented in this section relate to data recorded on the force missing persons system (COMPACT).



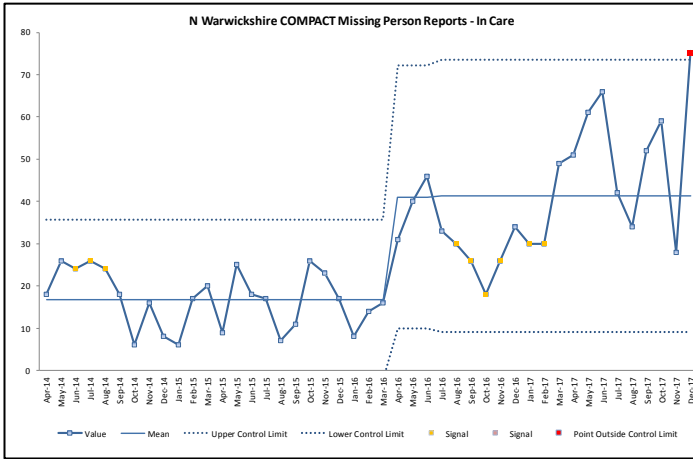
	Oct-17	Nov-17	Dec-17
North Warwickshire	133	129	156
South Warwickshire	91	90	94
Warwickshire	224	219	250

693 missing person reports were recorded in the last quarter. This is an increase compared to the previous quarter (606). Volumes recorded were above the average in each month which is unusual at this time of year.

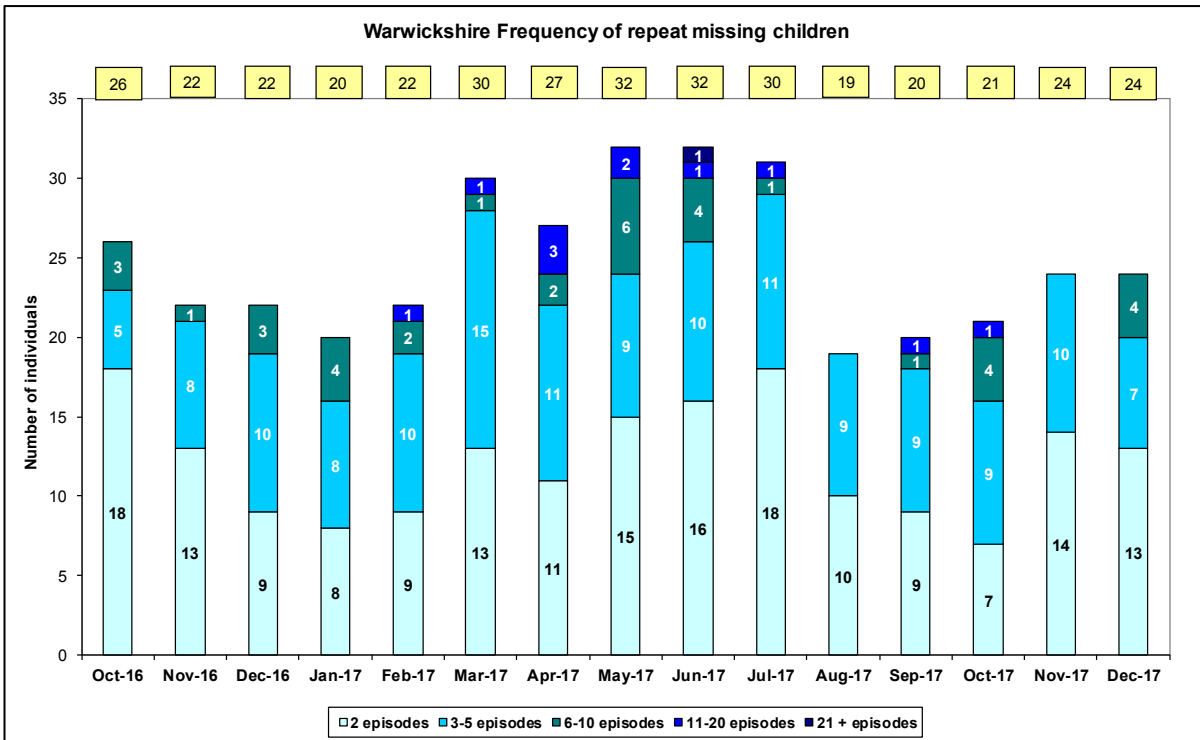
The increase in missing person reports has been driven by an increase in U18 missing reports in South Warwickshire (156 last quarter compared to 128 in the previous quarter) and also by increasing in-care reports in North Warwickshire.



Volumes of U18 reports recorded in South Warwickshire were low in August and September and have risen back to around average volumes in this quarter.



In-care reports increased by 27% in North Warwickshire this quarter (162) compared with the previous quarter (128). This has been driven largely by exceptional volumes recorded in December.



The number of repeat missing children remained the same in the last quarter compared with the previous quarter (69). The number of children missing more than 5 times increased from 4 to 9 contributing to the higher volumes of missing reports.

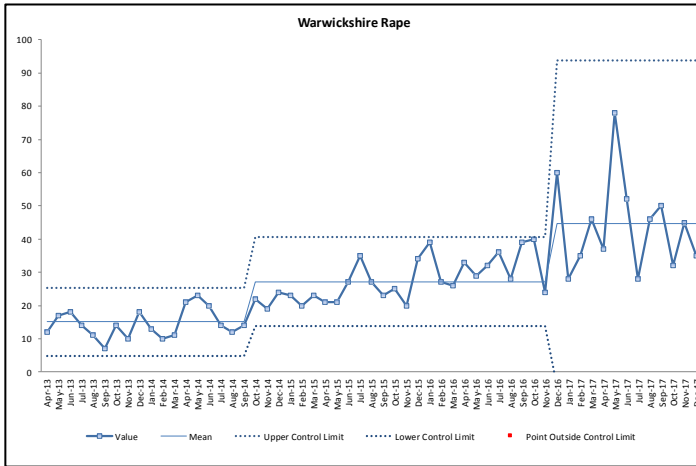
Volumes of missing person calls for service, reports and repeat reports continue to be monitored on a regular basis to identify trends. The missing coordinator and command team in Warwickshire are sent comprehensive data reports to assist them in their understanding of the extent and nature of the missing problem in Warwickshire.

Sexual Offences

Signs of Improvement would be:

- ❖ Wider opportunities for victims to report offences
- ❖ Investigation of offences meeting victim expectations

Rape

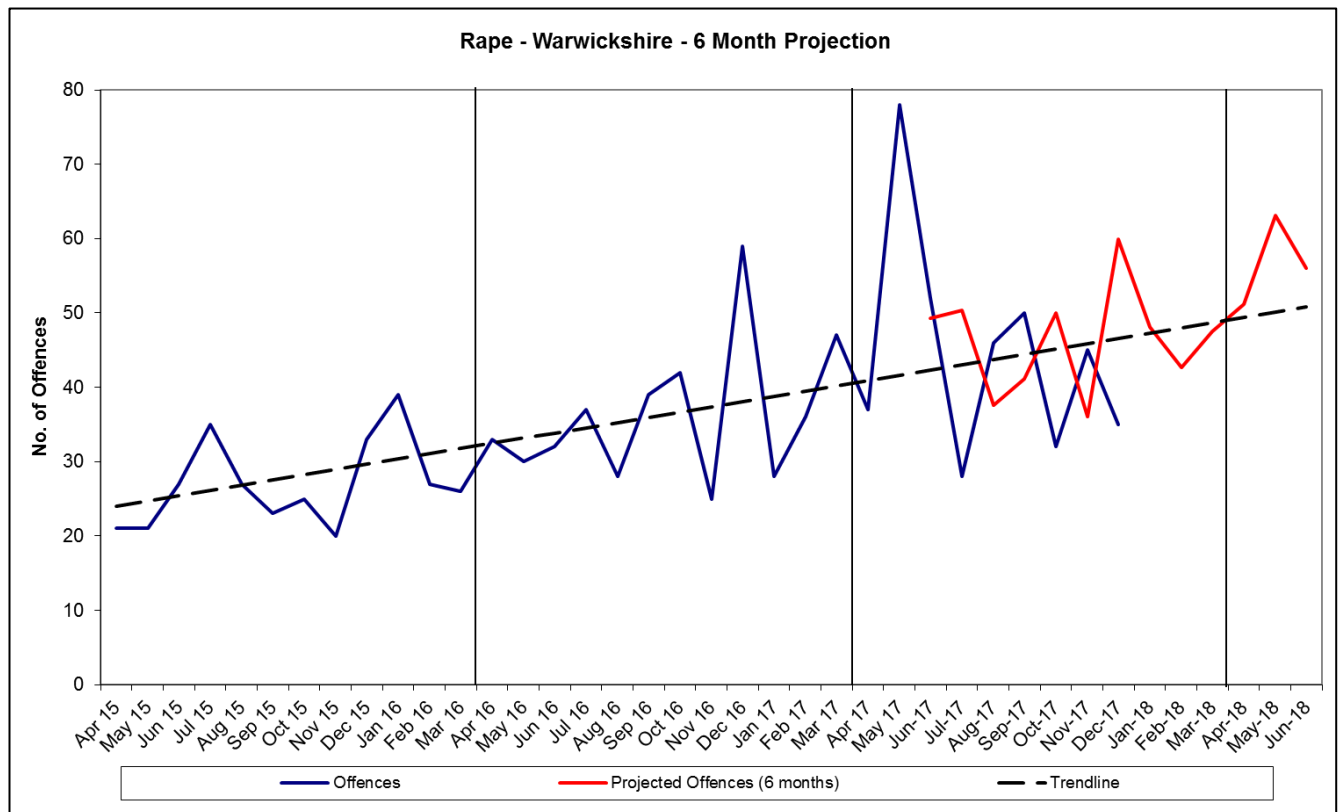


	Oct-17	Nov-17	Dec-17
North Warwickshire	16	28	18
South Warwickshire	16	17	17
Warwickshire	32	45	35

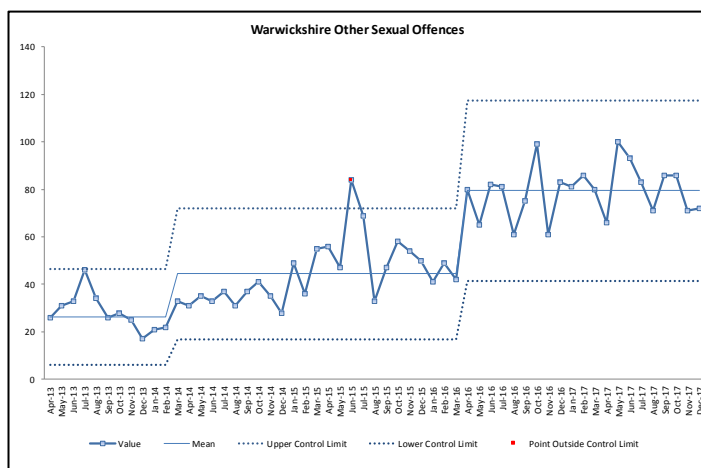
112 rape offences were reported to the police last quarter, a reduction compared to the previous quarter (125) and below the quarter average (128).

Reduced volumes were seen across South Warwickshire compared to the previous quarter.

The following chart provides a medium (6 month) projection for rape offences. At force level, the recorded volumes are slightly below our previous projection but continue on an upward trend.



Other Sexual Offences



	Oct-17	Nov-17	Dec-17
North Warwickshire	52	32	31
South Warwickshire	34	39	41
Warwickshire	86	71	72

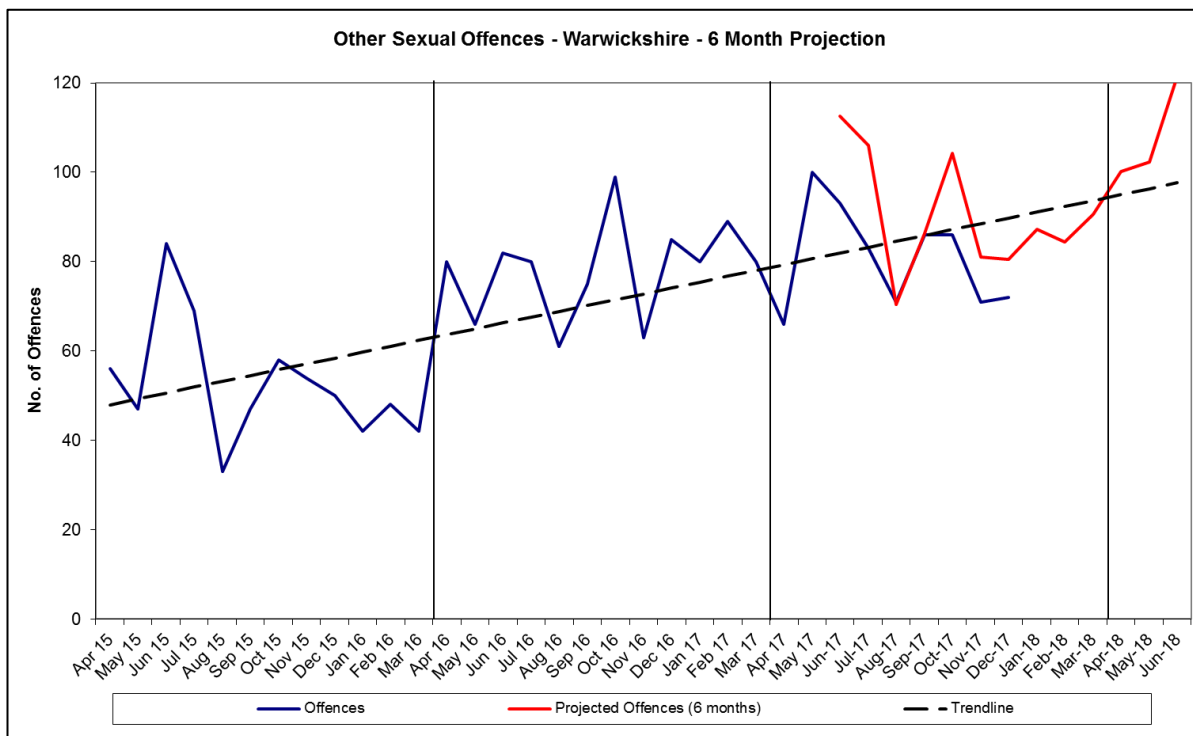
The grouping of other sexual offences includes all sexual offences that are not rape, such as offences of sexual assault, sexual activity, abuse of a sexual nature and exposure/voyeurism. Typically about half of all other sexual offences are sexual assault and over a third are sexual activity.

229 other sexual offences were reported to the police last quarter. This is a reduction compared to the previous quarter (240) and below the quarter average (244). Increased volumes were seen across South Warwickshire last quarter.

Across Warwickshire, 11% (11) of victims in December were repeat victims of another sexual offence⁴ in the last 12 months.

⁴ This includes both rape and other sexual offences.

The following chart provides a medium (6 month) projection for other sexual offences. At force level, the projection indicates an increase in offending in the next few months.



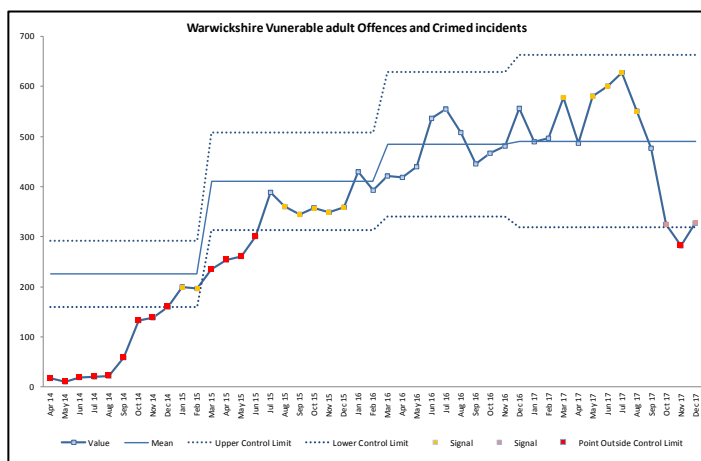
Vulnerability Factors

The force identifies vulnerable victims and offences with a vulnerability factor through the use of markers or keywords. Since the introduction of ATHENA we have seen a marked decrease in the application of keywords, and therefore our automated reporting processes are unable to capture the full volume of these offences.

This issue has been raised at a number of forums, including the ATHENA critical incident management meeting (CIMM), and is being actively addressed to ensure a consistent application of keywords. This will ensure the accurate recording of offences and subsequent analysis and intervention. A potential solution has been identified, which will see improvements achieved within the next month.

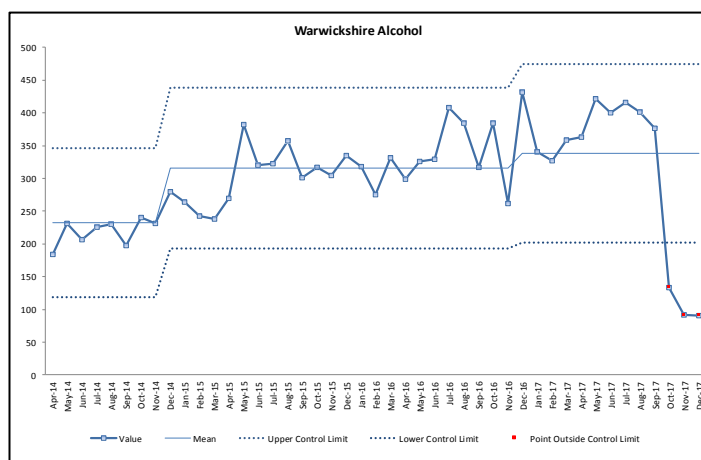
Vulnerable Adult

The reduction in recorded offences from October is very notable in vulnerable adult offences. The use of the vulnerable adult marker/keyword has decreased by approximately 44% post ATHENA.



Alcohol Related Offences

The identification alcohol related offences has also been affected. The use of the alcohol keyword/marker has decreased by approximately 74% post Athena.

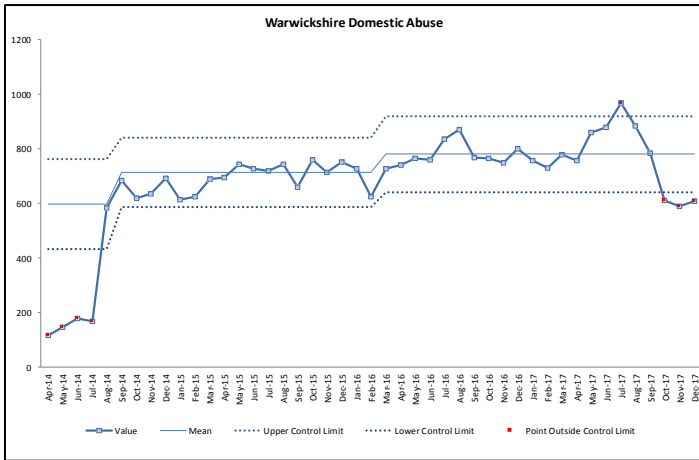


The impact of the limited use of keywords in identifying other offence groups, including domestic abuse offences, child at risk and cyber/online offences, is covered in the relevant areas of this report.

Domestic Abuse

Signs of Improvement would be:

- ❖ Increased reporting, reflecting greater victim confidence
- ❖ Reduction in repeat domestic abuse victims



	Oct-17	Nov-17	Dec-17
North Warwickshire	377	395	410
South Warwickshire	235	196	199
Warwickshire	612	591	609

The force priority for domestic abuse is to promote partnership working and increase confidence in reporting. The use of a marker on relevant offences helps ensure we recognise the vulnerability of victims and we apply the appropriate level of service and support with multi agency partners.

1,812 domestic abuse offences & crimed incidents were recorded last quarter. This is a 31% reduction compared to the previous quarter (2,641) and is below the quarter average (2,305). Volume reductions were seen across both policing areas last quarter.

The reduction in recorded offences from October is very notable. We have not undertaken a detailed audit, however an initial analysis has identified a significant number of investigations recorded in October and November that do not have a domestic abuse keyword but clearly should do given other details included in the investigation log (principally a completed DASH assessment). There is a 31% decrease in the volume of identified domestic abuse offences & crimed incidents when comparing Jul – Sep and Oct –Dec. As noted above, it is hoped that improvements will be seen when a potential solution is implemented shortly.

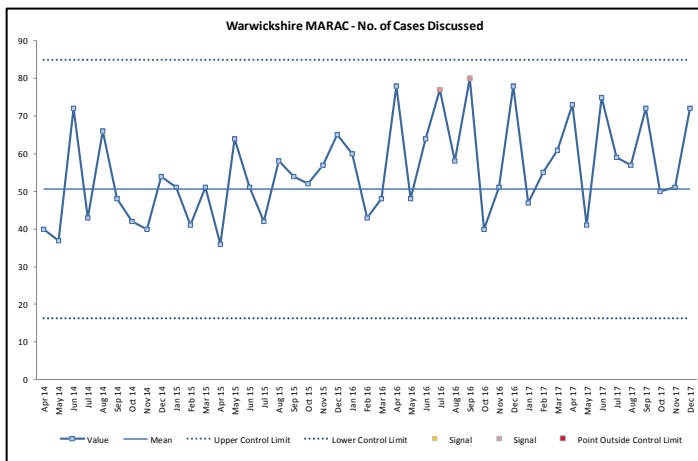
Domestic Violence Protection Notices (DVPNs)

Domestic violence protection notices (DVPNs) can provide short term protection for a victim following a domestic incident and therefore are a proactive measure officers can use to support victims. The notice is issued by the police where there is a threat of further violence from the suspect and gives the victim respite from the abuser to allow them an opportunity to engage with appropriate services.

The introduction of ATHENA has meant a change of process for logging DVPN activity. At the moment our automated systems are not able to quantify these accurately. However the strategic vulnerability team are assured that they continue to be used and that the new processes are being embedded. The team have a number of training events planned in February, focussing on both the use of DVPNs and how they should be recorded on force systems.

MARAC (Multi Agency Risk Assessment Conference)

MARAC is a meeting where information is shared on the highest risk domestic abuse cases between representatives of local police, health, child protection, housing practitioners, Independent Domestic Violence Advisors and other specialist statutory and voluntary sectors.



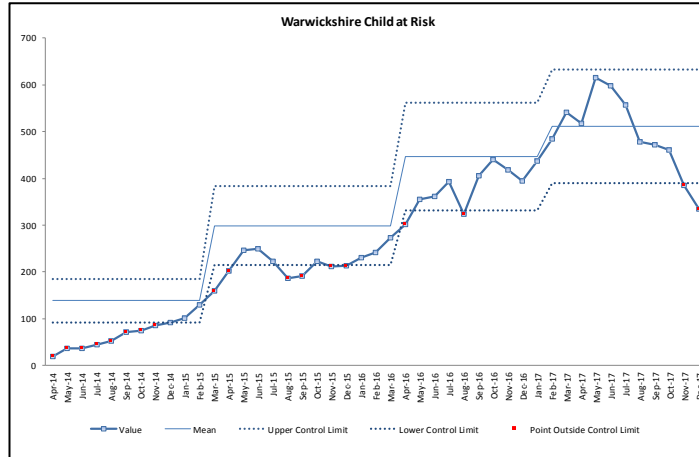
173 cases were discussed at Warwickshire MARACs last quarter (57 repeat cases). This is a small reduction compared to the previous quarter (188) but above the monthly average (151).

Child at Risk / Child Sexual Exploitation

Signs of Improvement would be:

- ❖ Increased reporting, reflecting greater victim confidence
- ❖ Reduction in repeat victimisation

Child at Risk



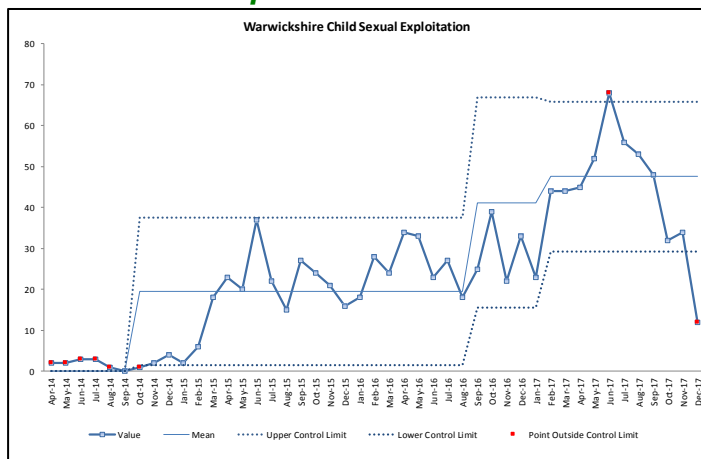
	Oct-17	Nov-17	Dec-17
North Warwickshire	292	250	191
South Warwickshire	169	135	143
Warwickshire	461	385	334

NB: Child at Risk markers were not used robustly until the start of 2015/16.

‘Child at risk’ markers were applied to 1,180 offences/ incidents last quarter, a reduction compared to the previous quarter (1,507) and below the quarter average (1,793). Volume decreases were seen across both policing areas last quarter.

As with other instances of the application of markers or keywords, we anticipate that the significant decrease in the number of identified child at risk related offences is due to the limited use of the appropriate keywords in ATHENA. The quality assurance process within the system, which can take place a number of days after the offence is initially recorded, may also be a factor in the low numbers seen in December. This may increase when the data is refreshed in January. The use of the child at risk markers/keywords has decreased by approximately 22% when comparing Jul – Sep and Oct – Dec.

Child Sexual Exploitation



‘Child Sexual Exploitation’ (CSE) is one specific ‘Child at Risk’ marker, identifying offences where children and those under 18 have been or are at risk of being involved in exploitative situations where they receive something as a result of performing sexual activities, or having such performed on them.

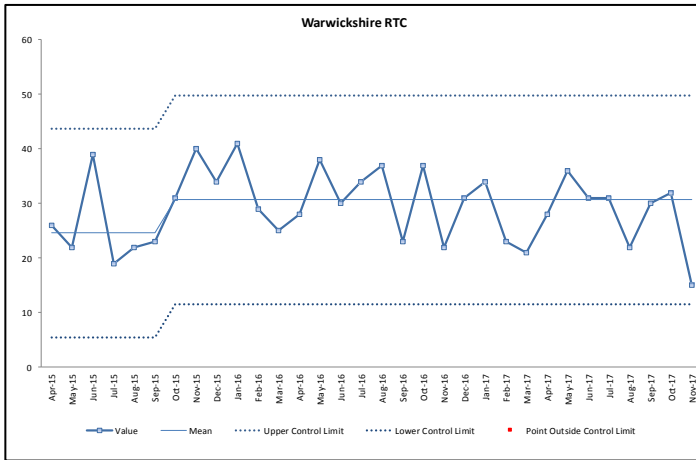
27 CSE offences/incidents were recorded in the last quarter. This is a reduction compared to the previous quarter (36) and above the quarter average (31). Reduced volumes were recorded across both policing areas in the last quarter.

Again we anticipate that the significant decrease in the number of identified child sexual exploitation related is due to the limited use of the appropriate keyword in ATHENA. The use of the child sexual exploitation markers/keywords has decreased by approximately 50% when comparing Jul – Sep and Oct – Dec.

Road Traffic Casualties

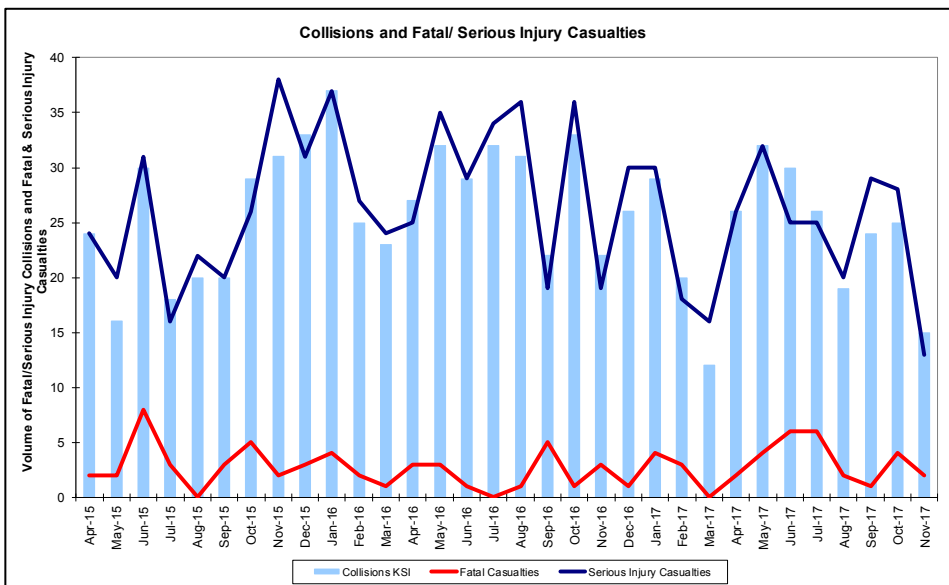
Signs of Improvement would be:

- ❖ Reduction in fatal and serious injury casualties



In the last quarter⁵ there were 10 road deaths – 4 car drivers, 2 car passengers, 2 pedestrian, 1 cyclist and 1 pickup driver.

5 fatalities occurred in North Warwickshire (1 motorway fatality) and 4 fatalities occurred in South Warwickshire.



In October & November over two thirds (69%) of all fatal and serious injury casualties were car drivers or passengers; 14% were in goods vehicles, 8% were cyclists and 6% were motorcyclists.

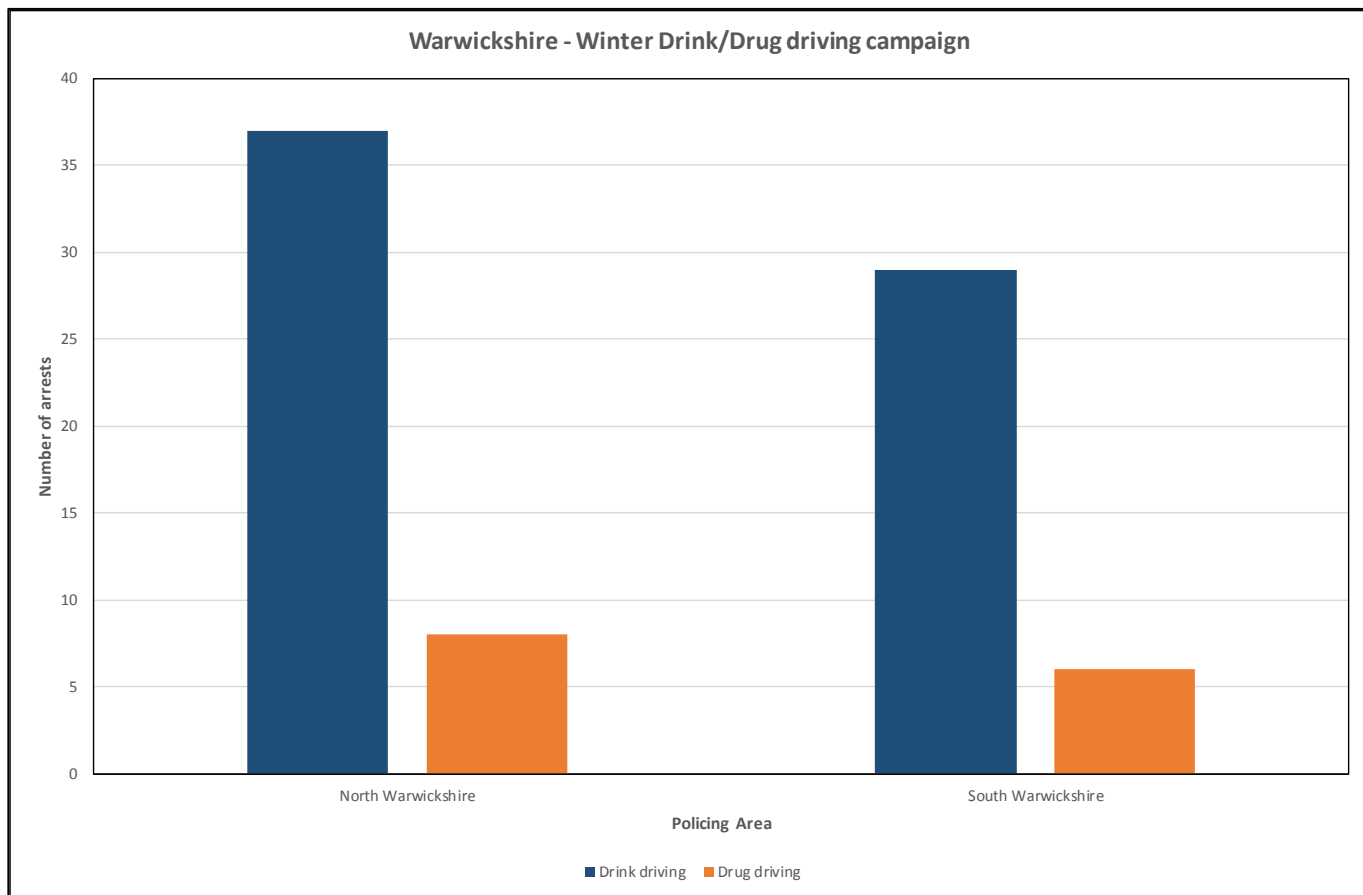
⁵ At the time of publication data regarding serious injury casualties in December is unavailable. The omission of this performance data is not affecting our ability to respond to serious RTCs. The fatality data included here is accurate.

Speed enforcement is driven through the Community Concern Programme. This programme operates fixed and mobile enforcement cameras at 67 sites across Warwickshire and 32,522 offences have been recorded from April to November 2017.

Winter Drink/ Drug Driving Campaign

The alliance’s Winter drink/drug driving campaign resulted in a total of 80 arrests across Warwickshire - 66 for drink driving and 14 for drug driving. This is almost a quarter (24%) lower than the arrests in 2016.

The chart below provides a breakdown of the 2017 campaign arrests by policing area.

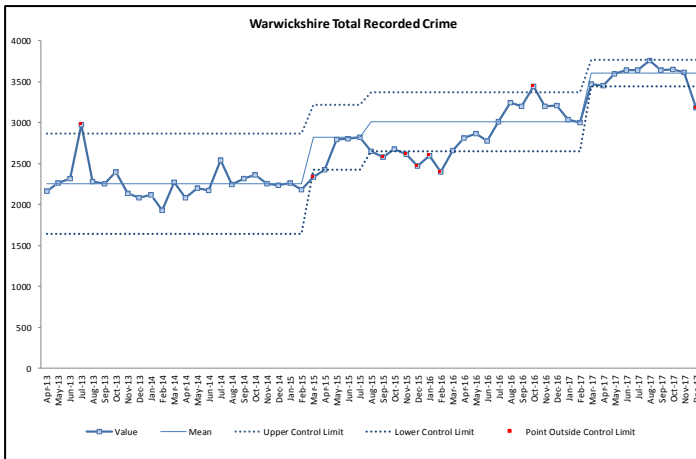


Preventing & Reducing Crime

Total Recorded Crime

Signs of Improvement would be:

- ❖ Recorded crime levels reflect accurate & timely reporting, driven by increased public confidence

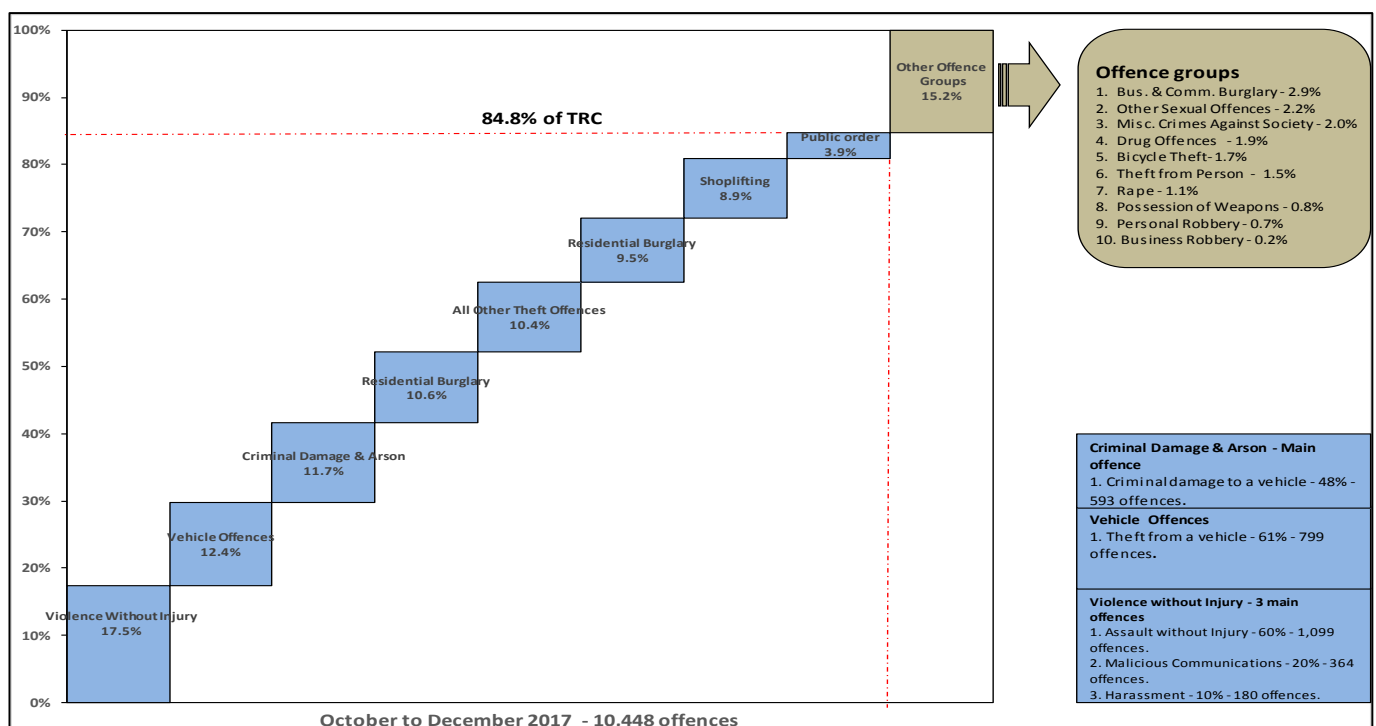


	Oct-17	Nov-17	Dec-17
North Warwickshire	2119	2132	1859
South Warwickshire	1531	1483	1324
Warwickshire	3650	3614	3183

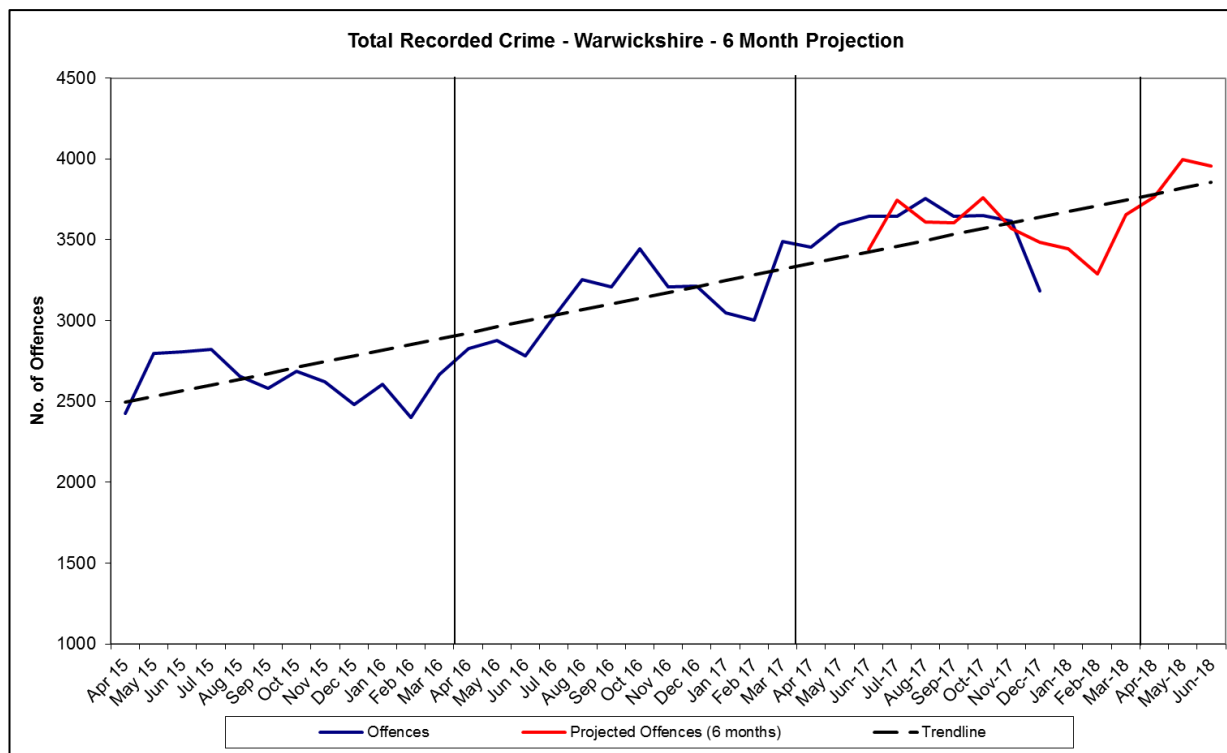
10,448 offences were recorded across Warwickshire last quarter. This is a 5% reduction compared to the previous quarter (11,045) and is comparable to the quarter average (10,427). Volumes reflect a fairly seasonal pattern of recorded crime, with the lowest volumes being recorded in the winter months. The marked reduction in December coincides with a short period of cold weather and snow. When data becomes available we will monitor this to determine if this has been seen regionally or nationally

Volumes have increased across North Warwickshire policing area last quarter but reduced across South Warwickshire.

Breakdown of Total Recorded Crime Oct-Dec by proportion



The following chart provides a medium (6 month) projection for total recorded crime offences. At force level, the recorded volumes are below the projection. Recorded volumes usually follow a seasonal pattern and show a reduction in volume over winter months. December has shown a notable reduction in volume which can be attributed to inclement weather (snow).



ASI share projection data for key crime types with policing area commanders on a monthly basis. This allows for the continual evaluation of policing plans and their subsequent adjustment to provide the most effective deployment of resources to reduce and prevent crime. Demand for quarter 4 of the performance year will be discussed in more detail at Performance Management Group later in January.

The table below shows a comparison between policing areas. Volumes of individual crime groups are shown as a proportion of total crime in each policing area and also as a rate per 1,000 population. Both of these allow for a level of comparison between the locations. Areas of exception within policing areas are highlighted in the table.

Policing Area Comparison by Crime Type

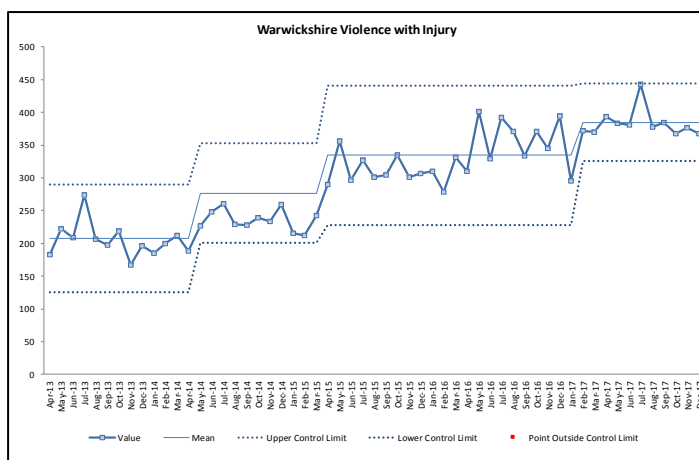
	Last Quarter	Quarter Average	%Total Crime	Per 1,000 Pop	Last Quarter	Quarter Average	%Total Crime	Per 1,000 Pop	Last Quarter	Quarter Average	%Total Crime	Per 1,000 Pop	Last Quarter	Quarter Average	%Total Crime	Per 1,000 Pop	Last Quarter	Quarter Average	%Total Crime	Per 1,000 Pop	Last Quarter	Quarter Average	%Total Crime	Per 1,000 Pop
Violence With Injury	1112	1128	11%	2.00	146	121	13%	2.31	341	358	12%	2.68	210	218	10%	2.02	146	157	9%	1.19	269	276	10%	1.92
Violence Without Injury	1819	1869	17%	3.27	175	183	15%	2.77	542	557	19%	4.27	391	373	19%	3.77	285	301	17%	2.33	426	456	16%	3.03
Rape	111	128	1%	0.20	12	15	1%	0.19	24	32	1%	0.19	26	25	1%	0.25	19	22	1%	0.16	30	34	1%	0.21
Other Sexual Offences	229	244	2%	0.41	25	24	2%	0.40	56	69	2%	0.44	34	41	2%	0.33	48	46	3%	0.39	66	65	2%	0.47
Business Robbery	16	16	0%	0.03	4	2	0%	0.06	2	3	0%	0.02	5	2	0%	0.05	1	2	0%	0.01	4	8	0%	0.03
Personal Robbery	80	75	1%	0.14	4	6	0%	0.06	33	26	1%	0.26	16	17	1%	0.15	8	10	0%	0.07	19	17	1%	0.14
Vehicle Offences	1299	1215	12%	2.33	198	166	17%	3.13	358	341	12%	2.82	251	199	12%	2.42	180	197	11%	1.47	312	312	12%	2.22
Theft from Person	160	106	2%	0.29	7	4	1%	0.11	38	25	1%	0.30	30	19	1%	0.29	22	17	1%	0.18	63	41	2%	0.45
Bicycle Theft	182	252	2%	0.33	8	10	1%	0.13	49	57	2%	0.39	38	47	2%	0.37	30	33	2%	0.25	57	105	2%	0.41
Shoplifting	922	929	9%	1.66	55	47	5%	0.87	334	317	11%	2.63	162	174	8%	1.56	129	141	8%	1.05	242	251	9%	1.72
All Other Theft Offences	1081	1124	10%	1.94	163	159	14%	2.58	237	226	8%	1.87	176	181	9%	1.70	243	277	14%	1.99	262	282	10%	1.87
Criminal Damage & Arson	1234	1158	12%	2.22	114	122	10%	1.80	341	337	12%	2.68	240	213	12%	2.31	169	170	10%	1.38	370	316	14%	2.64
Other Crimes Against Society	901	1074	9%	1.62	91	108	8%	1.44	307	331	10%	2.42	185	215	9%	1.78	130	156	8%	1.06	188	263	7%	1.34
Burglary – Business & Community (incl. Res. non-dwelling)	652	572	6%	2.82	88	88	8%	3.41	120	107	4%	2.28	109	106	5%	2.60	142	126	8%	2.73	193	145	7%	3.29
Burglary - Residential (dwelling only)	647	539	6%	2.80	69	63	6%	2.67	146	132	5%	2.77	149	109	7%	3.56	124	108	7%	2.39	159	128	6%	2.71
Total Recorded Crime	10448	10430		18.77	1159	1117		18.33	2928	2917		23.05	2023	1938		19.49	1677	1760		13.71	2661	2698		18.95

Data is based on ONS mid-2016 population estimates

Violence with Injury⁶

Signs of Improvement would be:

- ❖ Stable volumes of recorded crime
- ❖ Trends in line with other forces

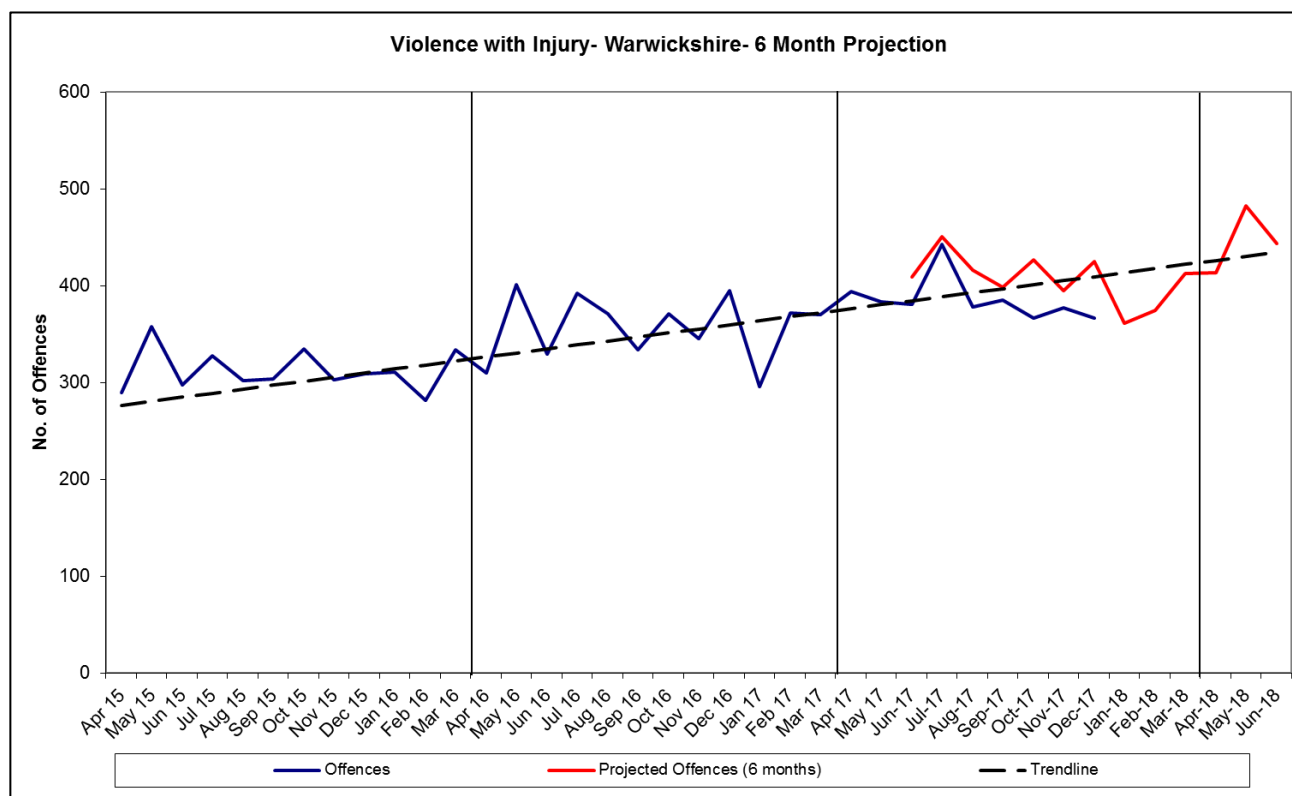


	Oct-17	Nov-17	Dec-17
North Warwickshire	232	248	216
South Warwickshire	135	129	151
Warwickshire	367	377	367

1,111 violence with injury offences were recorded in the last quarter, an 8% reduction on the previous quarter (1,206) and below the quarter average (1,128). Volumes have reduced across both policing areas compared to the previous quarter.

We are not able to accurately comment on the proportion of offences that are domestic abuse or alcohol related due to the issue with recording appropriate keywords as noted earlier in this report.

The following chart provides a medium (6 month) projection for violence with injury offences. At force level, the projection indicates an increase in recorded offences in the next few months.

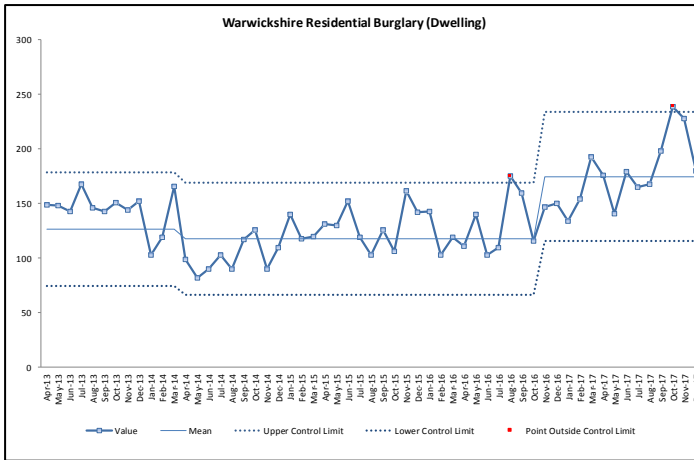


⁶Violence with Injury includes murder & attempt murder, assault where there is injury or an attempt to inflict injury and death by driving

Residential Burglary - Dwelling

Signs of Improvement would be:

- ❖ Stable volumes of recorded crime
- ❖ Trends in line with MSG



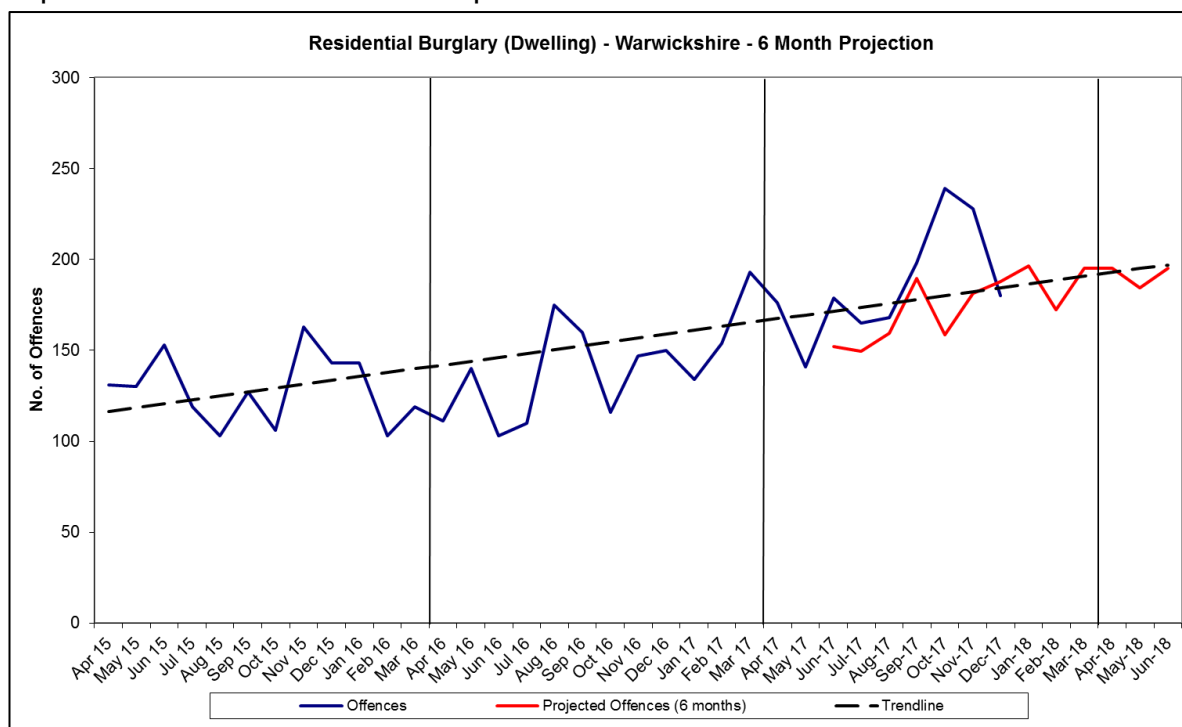
	Oct-17	Nov-17	Dec-17
North Warwickshire	134	128	102
South Warwickshire	105	100	78
Warwickshire	239	228	180

This data is a subset of residential burglary offences, excluding those offences targeting sheds and outbuildings, so that it remains consistent with the previous domestic burglary classification.

647 residential burglary-dwelling offences were recorded in the last quarter, a 22% increase compared to the previous quarter (531) and above the quarter average (539).

Volumes have increased across both policing areas this quarter compared to last quarter. Exceptional volumes were recorded in South Warwickshire in October, however volumes have now returned to expected levels.

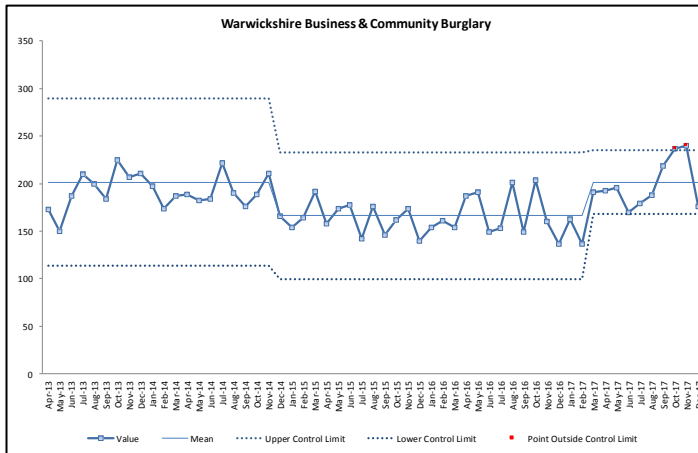
The following chart provides a medium (6 month) projection for residential burglary-dwelling offences. At force level, the recorded volumes have been above the projection. Volumes are expected to continue on a slow upward trend.



Business & Community Burglary

Signs of Improvement would be:

- ❖ Stable volumes of recorded crime
- ❖ Trends in line with MSG

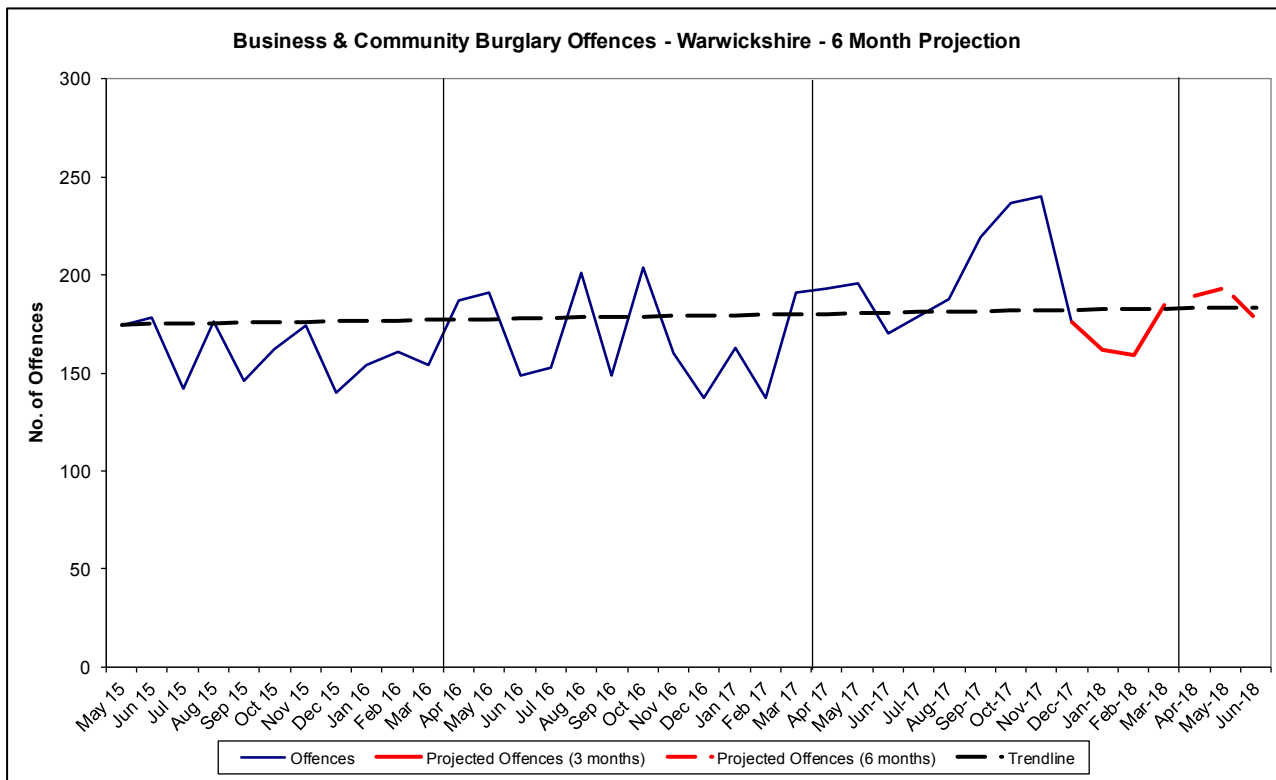


	Oct-17	Nov-17	Dec-17
North Warwickshire	118	111	89
South Warwickshire	119	129	87
Warwickshire	237	240	176

653 business & community burglary (incl. residential non-dwelling) offences were recorded in the last quarter, an 11% increase compared to the previous quarter (586) and above the quarter average (554).

Volumes have increased across both policing areas this quarter compared to last quarter. Recorded offences were notably high in South Warwickshire in October and November, however volumes have returned to expected levels in December.

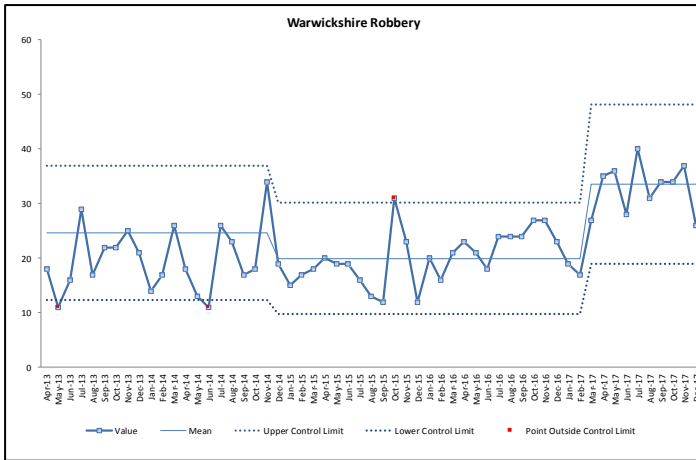
The following chart provides a medium (6 month) projection for business & community burglary (incl. residential non-dwelling) offences. At force level, the projection indicates a small decrease in the volume of offences in the next few months.



Robbery

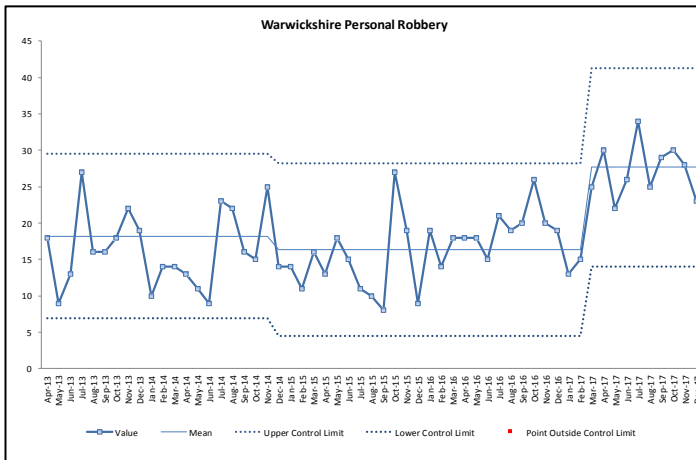
Signs of Improvement would be:

- ❖ Stable volumes of recorded crime
- ❖ Trends in line with MSG

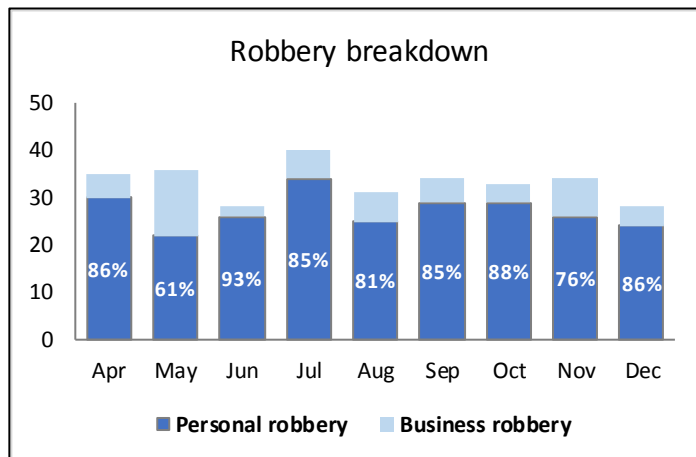


	Oct-17	Nov-17	Dec-17
North Warwickshire	21	26	18
South Warwickshire	13	11	8
Warwickshire	34	37	26

97 offences were recorded in the last quarter. An 8% reduction compared to the previous quarter (105) and in line with the quarter average (97). The decrease in volumes has been driven largely by a 20% reduction in South Warwickshire (32) when compared with the previous month (40). Following 8 consecutive months of above average recording across Warwickshire the monthly average increased in October (from 20 to 33 offences).



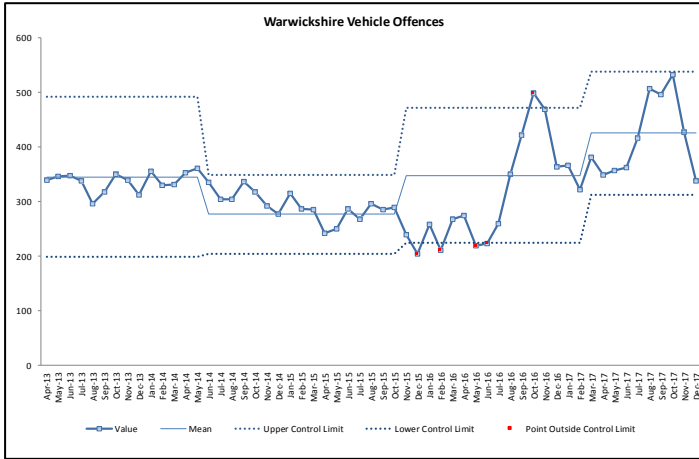
Following 8 consecutive months of above average recording across Warwickshire the personal robbery monthly average increased in October (from 17 to 27 offences).



In November there was a higher proportion of business robbery (24%) compared to recent months..

Vehicle Crime

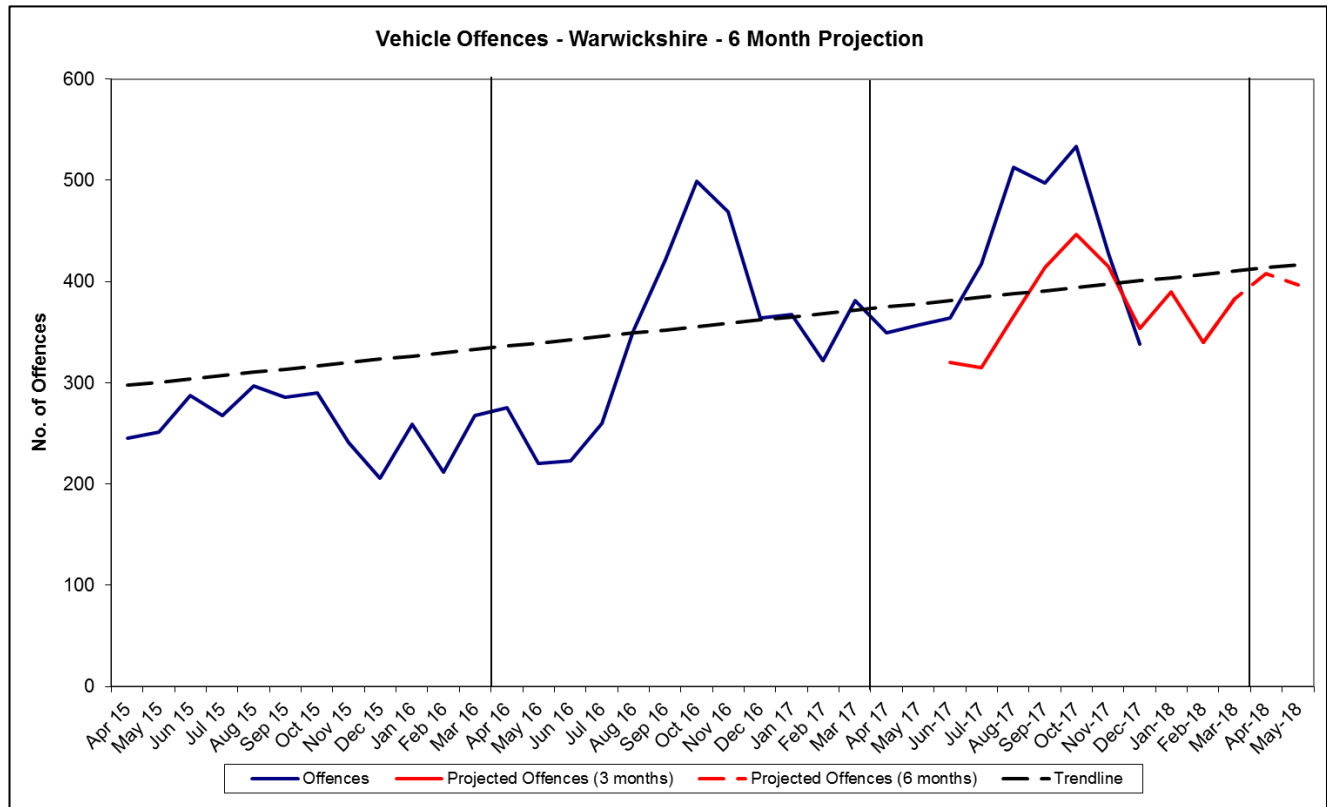
Signs of Improvement would be:
 ❖ Stable volumes of recorded crime



	Oct-17	Nov-17	Dec-17
North Warwickshire	333	262	212
South Warwickshire	200	166	126
Warwickshire	533	428	338

1,299 vehicle offences were recorded in the last quarter, a 9% reduction compared to the previous quarter (1,421) but above the quarter average (1,215). Exceptional volumes were recorded in North Warwickshire in October, however they have now returned to expected levels.

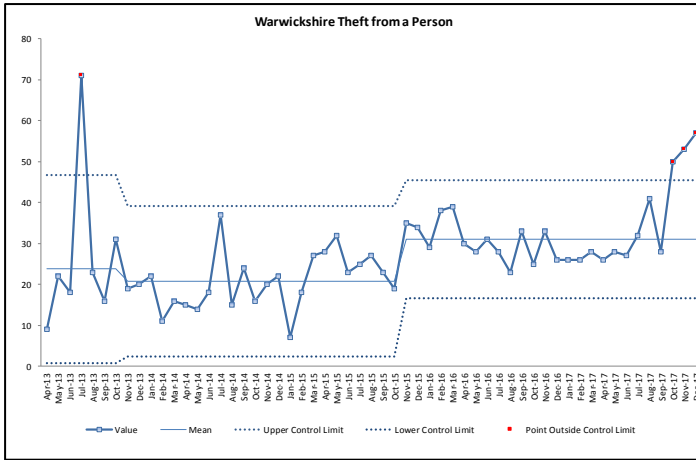
The following chart provides a medium (6 month) projection for vehicle offences. At force level, volumes are projected to remain fairly steady in the next quarter.



Theft from Person

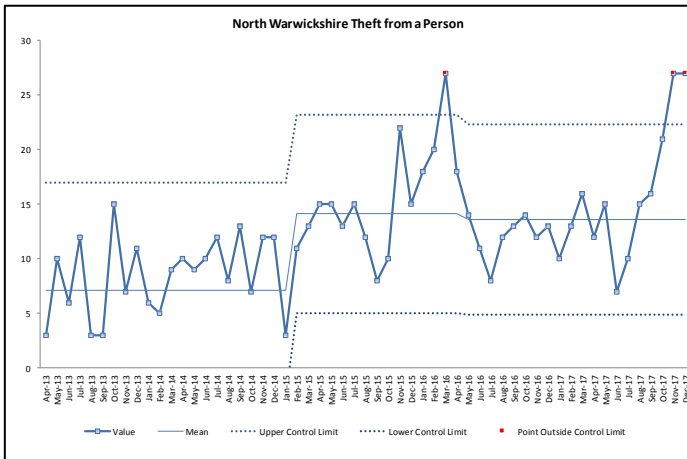
Signs of Improvement would be:

- ❖ Stable volumes of recorded crime

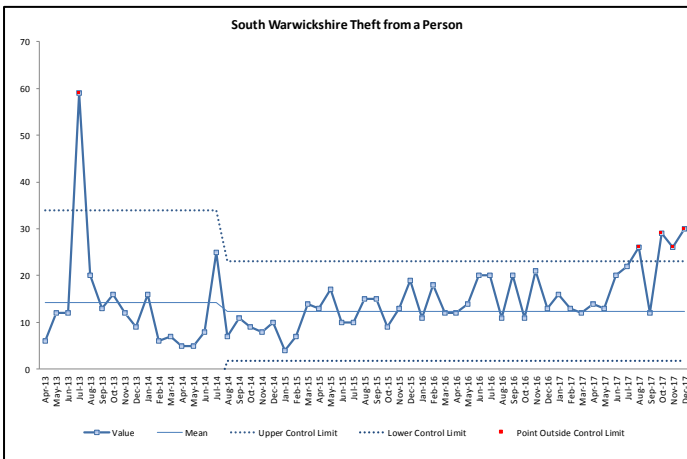


	Oct-17	Nov-17	Dec-17
North Warwickshire	21	27	27
South Warwickshire	29	26	30
Warwickshire	50	53	57

160 theft from a person offences were recorded in the last quarter, an increase of 37% on the previous quarter (117) and above the quarter average (125). Exceptional volumes were recorded in every month last quarter across Warwickshire.



75 offences were recorded in the last quarter, an 83% increase compared with the previous quarter and 79% above the quarterly average. Exceptional volumes were recorded in both November and December.



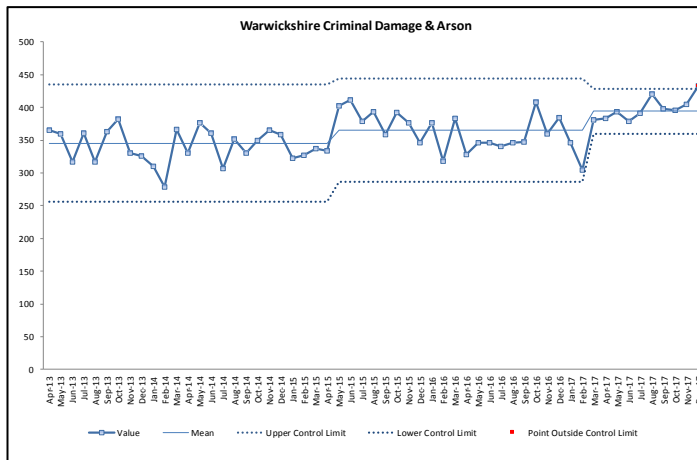
85 offences were recorded in the last quarter, a 42% increase compared with the previous quarter and significantly above the quarterly average. Exceptional volumes were recorded across each of the previous 3 months.

There appears to be some correlation with increases in this category and decreases in other linked categories. A specific report has been commissioned to better understand these trends moving forwards.

Criminal damage

Signs of Improvement would be:

- ❖ Stable volumes of recorded crime



	Oct-17	Nov-17	Dec-17
North Warwickshire	221	219	255
South Warwickshire	175	186	178
Warwickshire	396	405	433

1,234 criminal damage offences were recorded in the last quarter, an increase of 2% on the previous quarter (1,210) and above the quarter average (1,158).

Following 8 months of above average volumes, the monthly average increased in October from 364 to 394 offences. Exceptional volumes above this revised average were recorded in December. This was a result of increased volumes in North Warwickshire, driven principally by an increase in criminal damage to a vehicle offences.

Rural Crime

Signs of Improvement would be:

- ❖ Stable volumes of recorded crime



	Oct-17	Nov-17	Dec-17
North Warwickshire	445	416	356
South Warwickshire	419	438	375
Warwickshire	864	854	731

Rural crime offences are a subset of total recorded crime and are identified by their geographical location⁷.

2,449 offences were recorded across Warwickshire last quarter. This is an 11% reduction on the previous quarter (2,749) and is lower than the quarter average (2,495). Reduced volumes were seen across both policing areas.

Following 8 consecutive months of above average recording across Warwickshire, the monthly average increased in October (from 715 to 875 offences per month).

An exceptional reduction in volume was recorded in South Warwickshire last month compared to the previous month.

The lower volumes seen over the past few months reflect seasonal trends of decreased reporting in the autumn and winter and the impact of inclement weather in December.

The main offence types prevalent in this quarter are; business & community (incl. residential non-dwelling) burglary (11%), theft from a vehicle (10%) and other theft (10%).

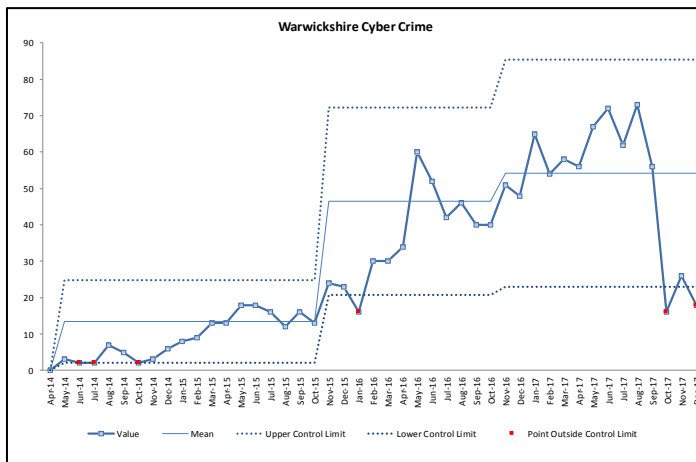
We are currently investigating alternative approaches to identifying rural crime to better understand the specific impact on the rural community.

⁷ Rural crime is defined as any crime occurring in a rural area as defined by the 2011 ONS Rural Urban Classification

Cyber/ On-line Crime

Signs of Improvement would be:

- ❖ Increased reporting, reflecting greater victim confidence



	Oct-17	Nov-17	Dec-17
North Warwickshire	12	20	14
South Warwickshire	4	6	4
Warwickshire	16	26	18

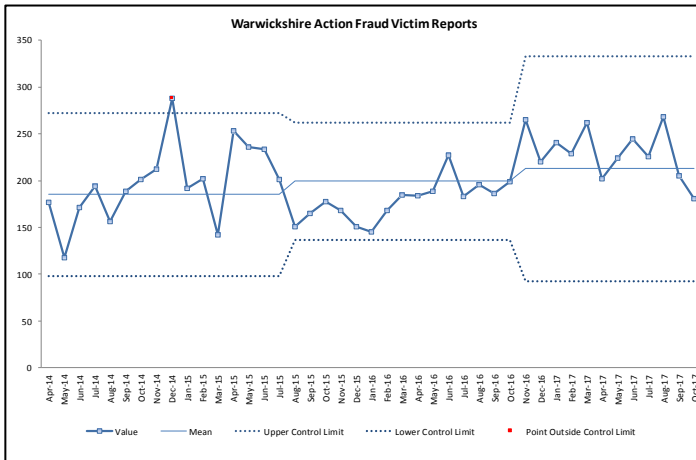
A marker for cyber crime offences was introduced in April 2014, in order to assist in the identification of such offences and to run concurrent with raising public awareness. The marker is an internal method of being able to identify those offences with an online presence, including sexual offences and violence without injury (harassment) offences. The general increase in the use of the marker has followed increased awareness internally and the appointment of alliance cyber crime co-ordinators to champion these issues.

60 offences were flagged as cyber/online crime this quarter with reduced volumes seen in both policing areas.

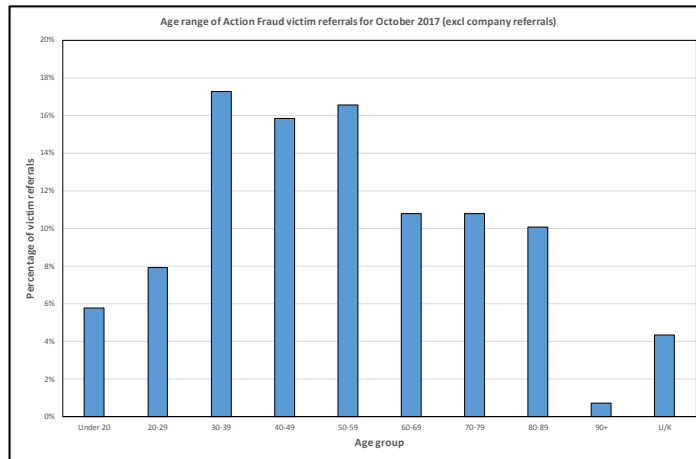
As with other instances of the application of markers or keywords, we anticipate that the significant decrease in the number of identified cyber offences is due to the limited use of the appropriate keywords in ATHENA. The use of the cyber crime markers/keywords has decreased by approximately 69% when comparing Jul – Sep and Oct – Dec.

Action Fraud

Fraud offences (including those cyber related) are principally recorded through Action Fraud. Offences occurring within Warwickshire are then disseminated to the force for investigation and safeguarding of vulnerable victims where appropriate.



181 Action Fraud victim reports (which exclude company referrals) were recorded in October 2017⁸. This is a reduction compared to September 2017 (203) and is below the monthly average (213).



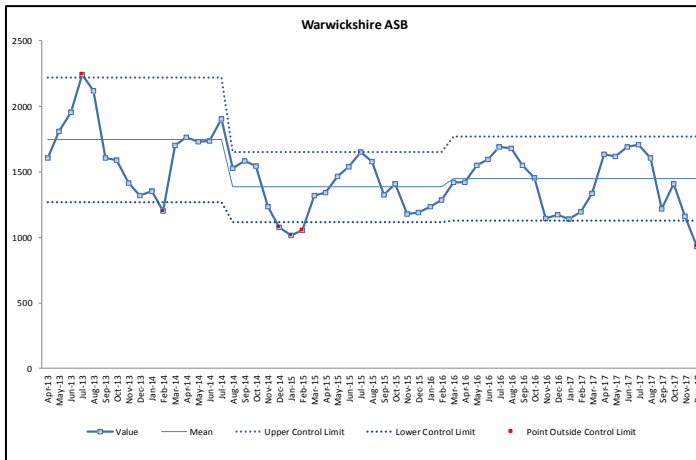
Half of all Action Fraud victims were aged 30-59 in October 2017.

⁸ Data is only available to October 2017 due to the delay in receiving and processing the data from Action Fraud.

Anti-Social Behaviour

Signs of Improvement would be:

- ❖ Accurate reporting and risk assessing of ASB incidents



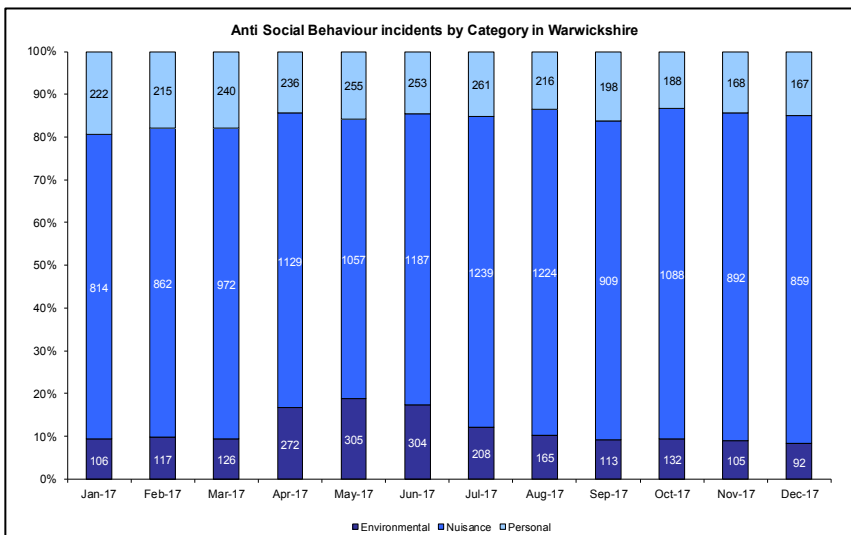
	Oct-17	Nov-17	Dec-17
North Warwickshire	838	671	521
South Warwickshire	570	490	412
Warwickshire	1408	1161	933

3,502 ASB incidents were recorded in the last quarter, a 23% reduction compared to the previous quarter (4,533) and above the quarter average (4,241).

Volume reductions were seen across both policing areas.

ASB is following the expected seasonal trend, with recorded incidents at their highest during the late spring/summer months and reduced volumes during the autumn/winter months.

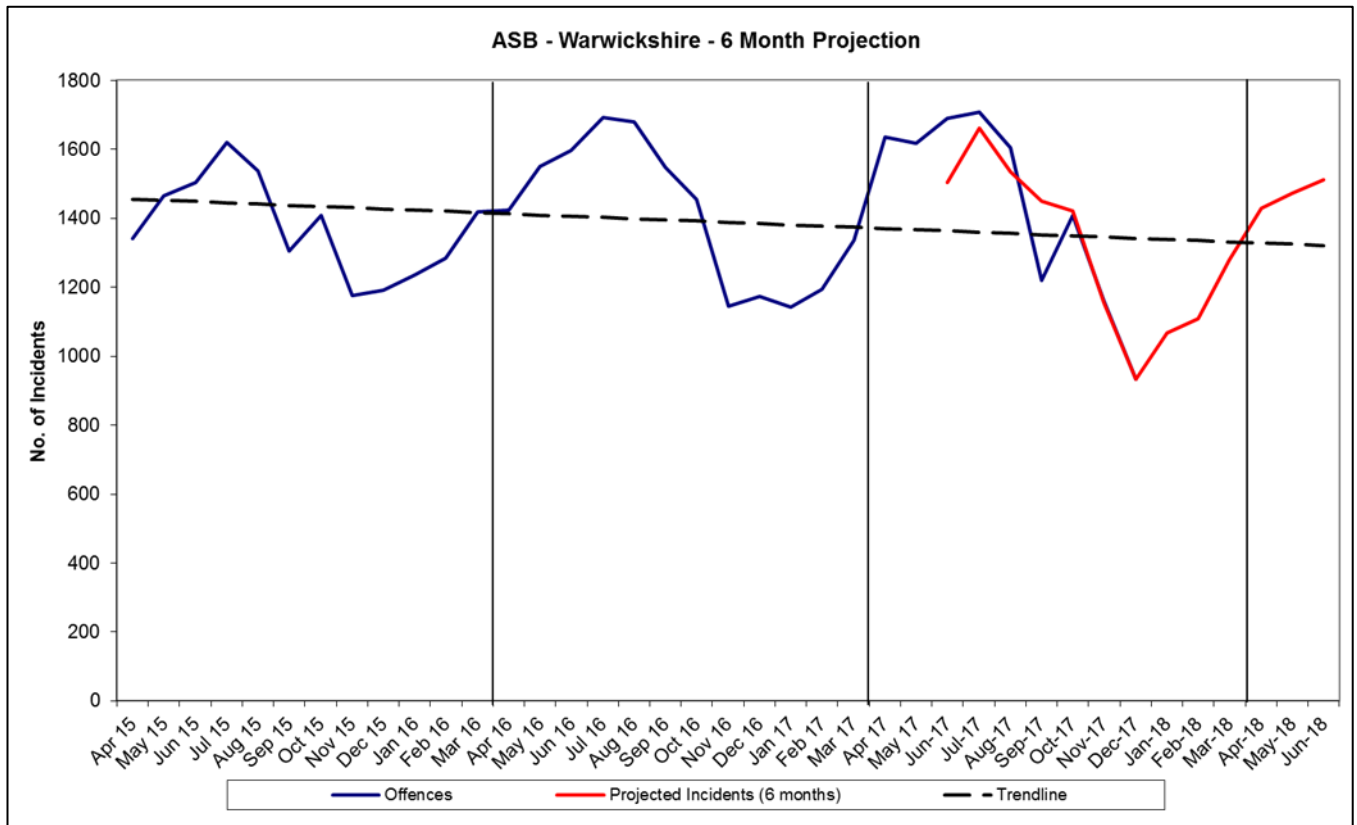
There are three recognised types of ASB: ‘personal’ is behaviour which is targeted to an individual or group rather than a wider community; ‘nuisance’ is where the impact is felt by a local community in general rather than individual victims; ‘environmental’ includes incidents where behaviour has an impact on the natural, built or social environment.



In the last quarter, 76% of all ASB incidents were nuisance, 14% personal and 9% environmental, comparable to the previous quarter.

523 ‘personal’ ASB incidents were recorded last quarter, a 21% reduction compared to the previous quarter (675) and below the quarter average (655). A specific report has been commissioned to better understand what is driving this decrease in personal ASB.

The following chart provides a medium (6 month) projection for ASB incidents. At force level, the projection indicates volumes will continue on a seasonal downward trend.



Ensuring Efficient & Effective Policing

Response Times to Emergency Incidents

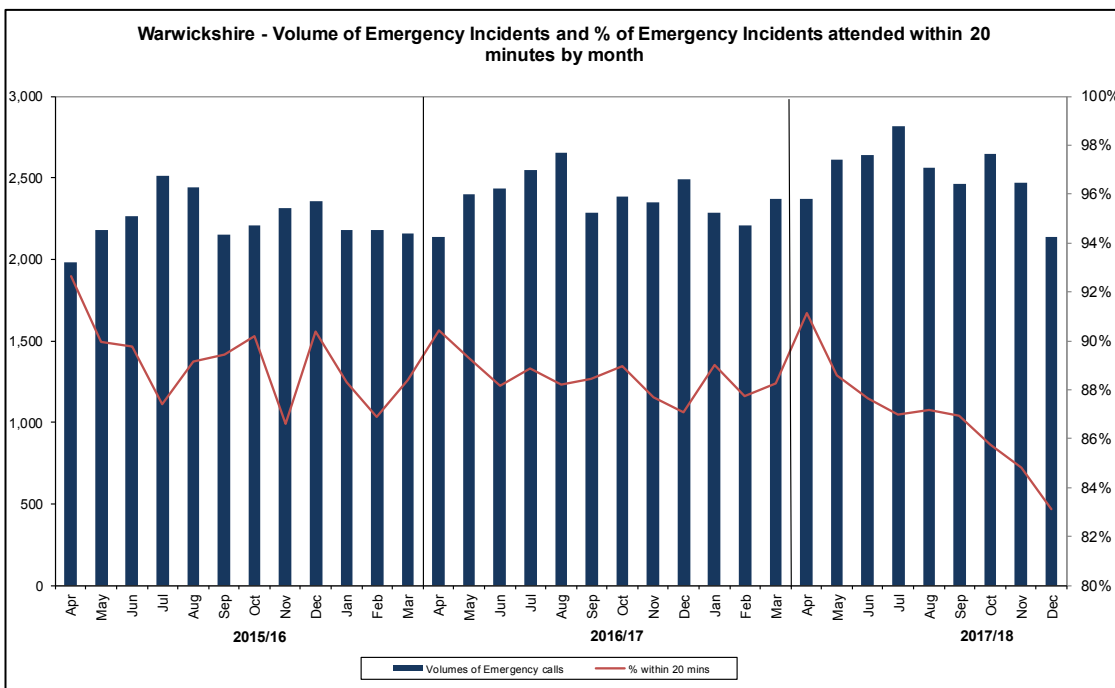
Signs of Improvement would be:

- ❖ Respond to all incidents in a timely manner and provide a high quality of service

The alliance managed response guidelines are to safely deploy the nearest available and appropriate resource as expeditiously as possible, while assessing the threat, risk and harm associated with the incident and other emergency demands for service at that time. While time of response is a key indicator, the quality of the response is also important and this information should be considered in conjunction with user satisfaction performance.

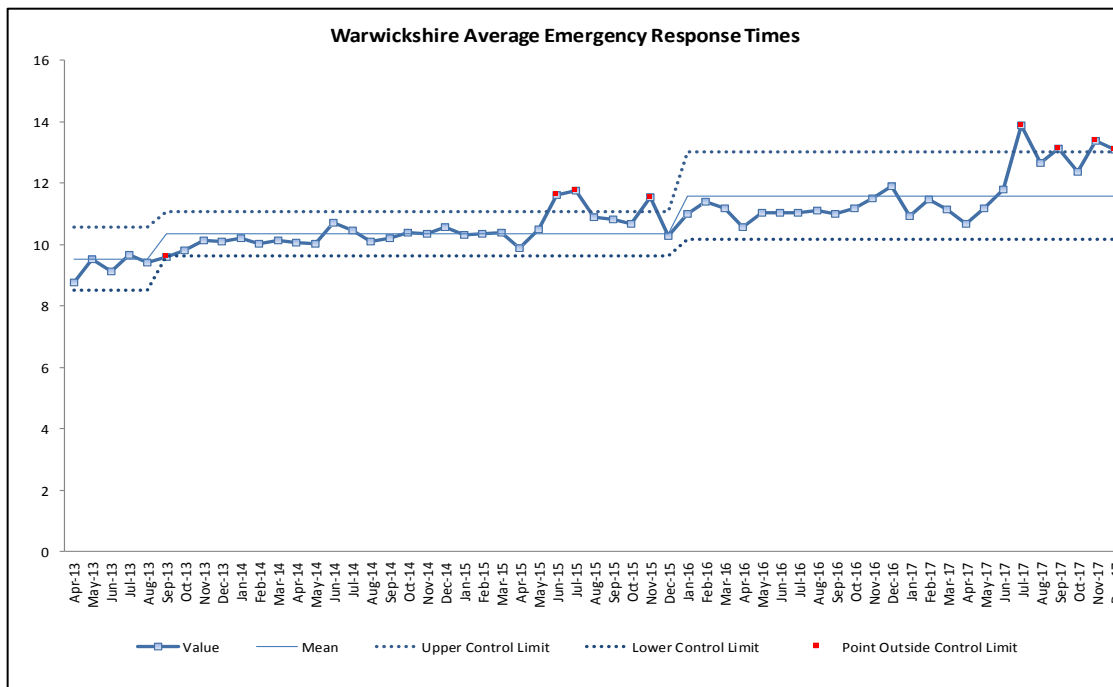
The National Contact Management Programme recommendation of responding to emergency calls in 20 minutes is regarded by the alliance forces as a minimum standard.

7,254 emergency incidents were recorded in the last quarter, a 7% reduction compared to the previous. The proportion of incidents attended within 20 minutes continues on a downward trend and is now at 83%.



The current average response time for emergency incidents is 13 mins 06 seconds this is a small decrease compared to the previous month (13 mins 22 seconds) but significantly above the monthly average (11mins 42 seconds).

This is the 7th consecutive month that the average emergency response time has remained above the monthly average. If this trend continues next month the average emergency response time monthly average will increase.



NB: from April 2016 we have been able to produce a more accurate data set

A new operational policing framework will be introduced from April 2018 which will better align resources to demand. It is anticipated that this will drive improvements in response times.

Criminal Justice – File Quality

Signs of Improvement would be:

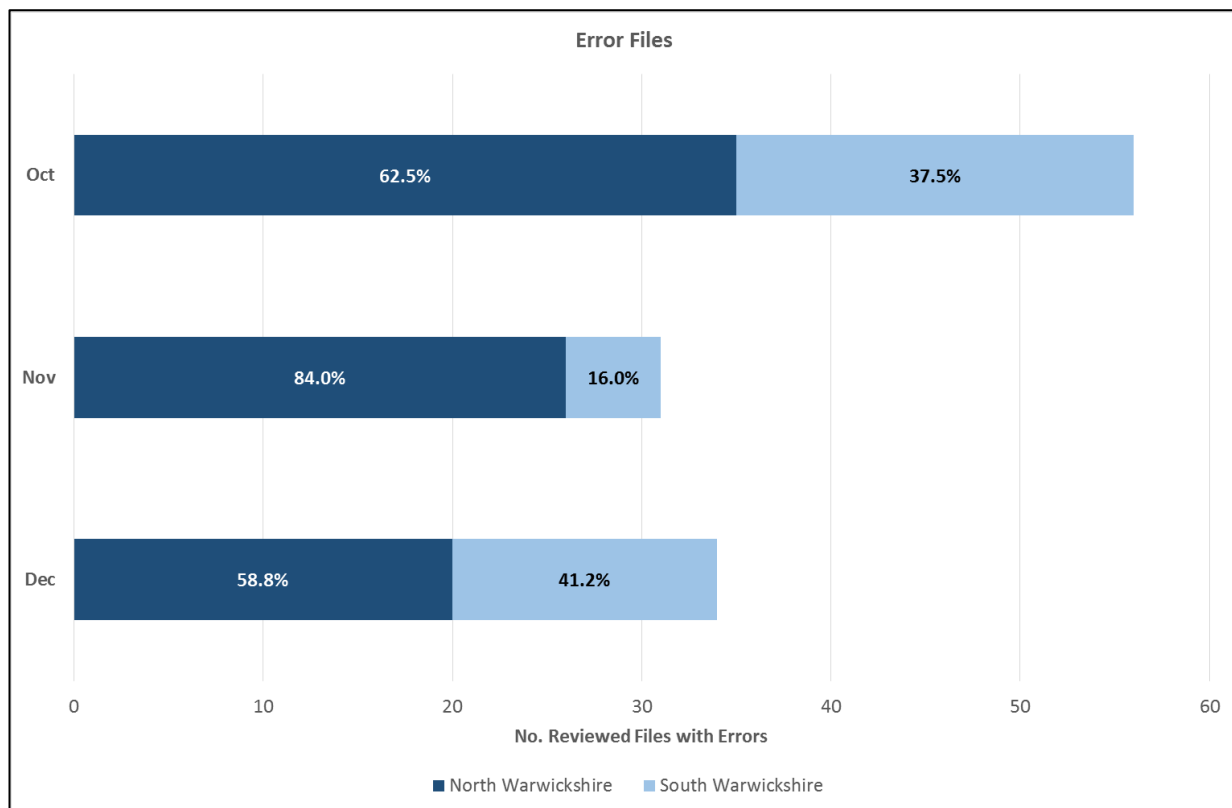
- ❖ Improved performance against MSG forces

With the implementation of ATHENA, the case element has created some challenges in terms of file submission and quality. An overview of file quality performance will be provided in quarterly performance reports going forward, with further details made available to Chief Officers and policing area command teams through other dedicated reports.

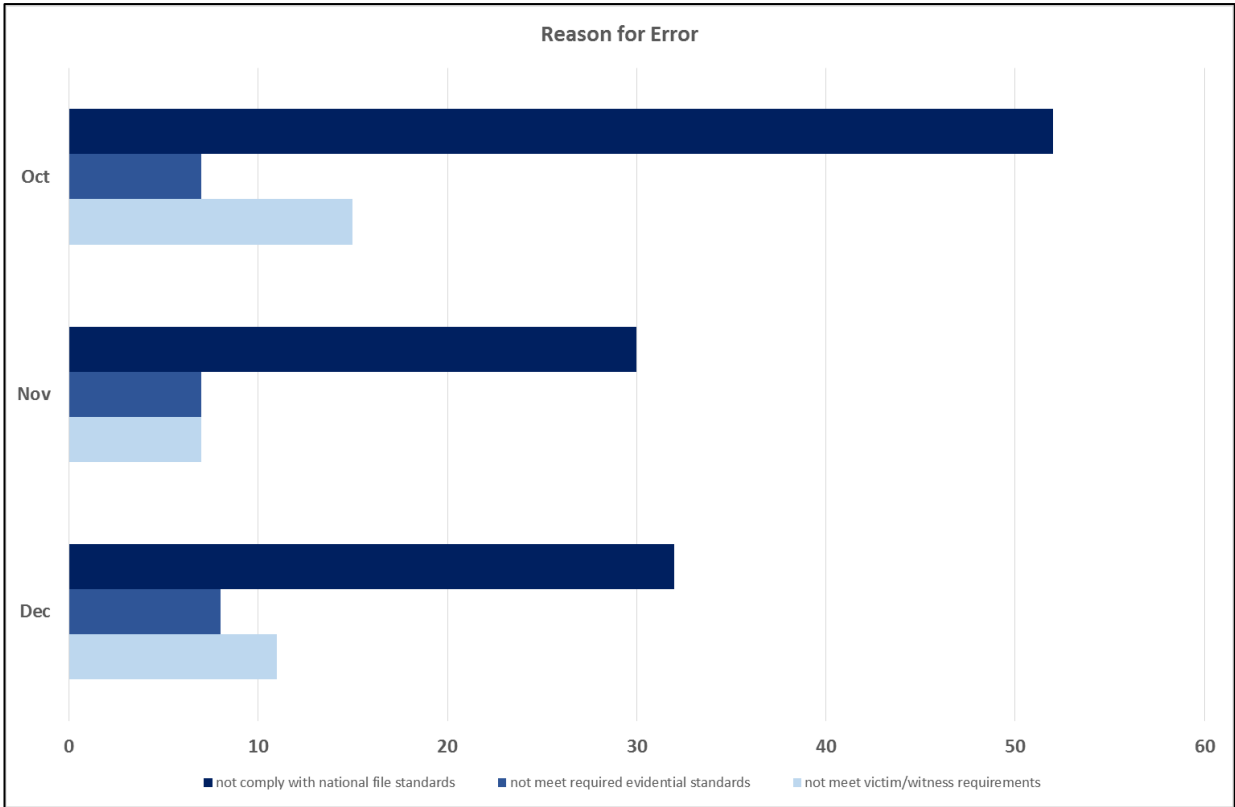
Case File Quality Assessment (CFQA)

The quality of case files is assessed monthly by CPS, with assessment criteria including complying with national file standards, meeting required evidential standards and meeting victim/witness requirements.

The following chart shows the volume of files considered by CPS to have errors. Although it would appear that the overall volume of error files has reduced (from 56 in October to 34 in December), CPS have not yet disclosed the total number of files that were assessed and therefore we cannot comment on the overall proportion of files that have errors.



Most of the errors were identified as non-compliance with national file standards.



The following chart shows the non-compliance issues by policing area for December. Poor quality or missing witness statements is the most common error, followed by missing or poor quality visual evidence (CCTV , BWV etc).



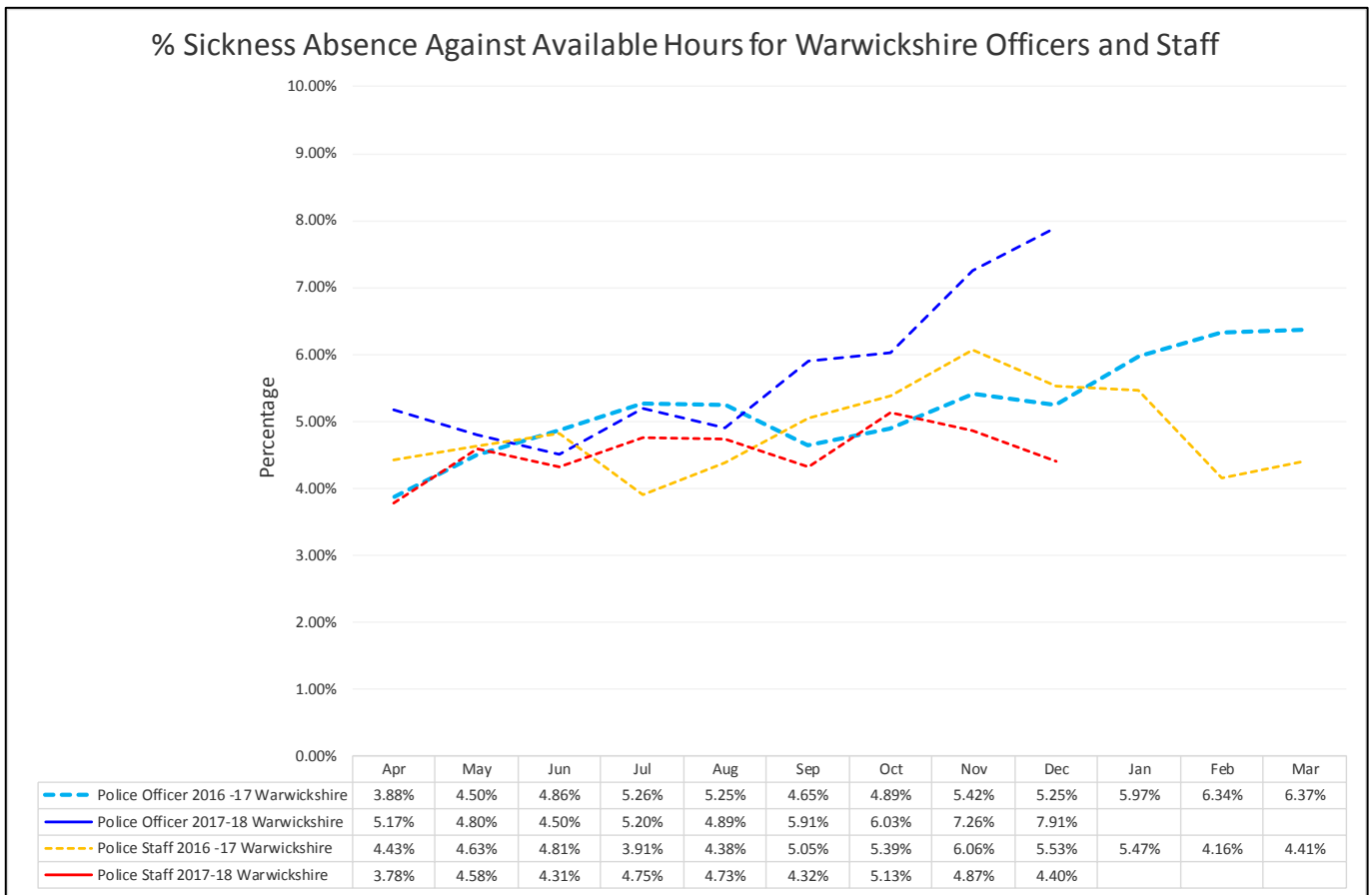
Sickness

Signs of Improvement would be:
 ❖ Improved staff wellbeing – improving levels of attendance

Workforce sickness forms part of the overall Health & Wellbeing Agenda around staff welfare.

For officers, the average percentage of hours lost to sickness in December was 7.91%, which is an increase from 7.26% in November. For staff, the hours lost in December was 4.40% which is a decrease from 4.87% in November.

During the last quarter, sickness absence levels for Officers, across the alliance, have increased month on month. Staff absence levels have decreased throughout the last quarter.



Health & Wellbeing Board

The Health & Wellbeing Board is held quarterly and is chaired, on behalf of both Forces, by Chief Constable Martin Jelley. The next Health and Wellbeing Board meeting is scheduled for January 2018. Richard Elkin oversees a number of absence monitoring and scrutiny groups to ensure appropriate interventions are being progressed within departments.

Complaints

Signs of Improvement would be:

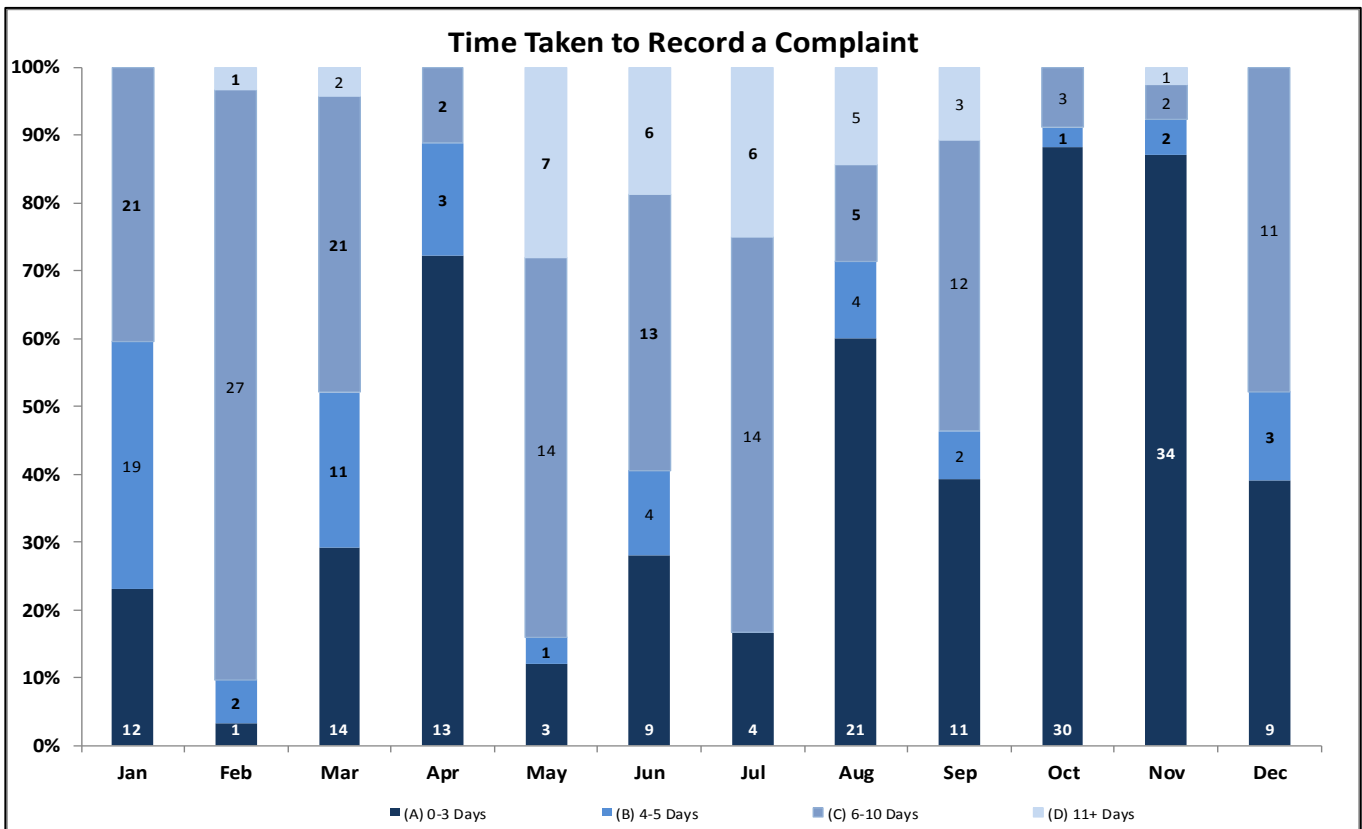
- ❖ Overall reduction in complaints
- ❖ Timeliness within national guidelines
- ❖ Reduction in severity of complaints
- ❖ Reduction in incivility

The following data is supplied by Professional Standards Department and is collated on a cumulative basis. The data below is for January 2017 to December 2017.

Timeliness to Record & Finalise

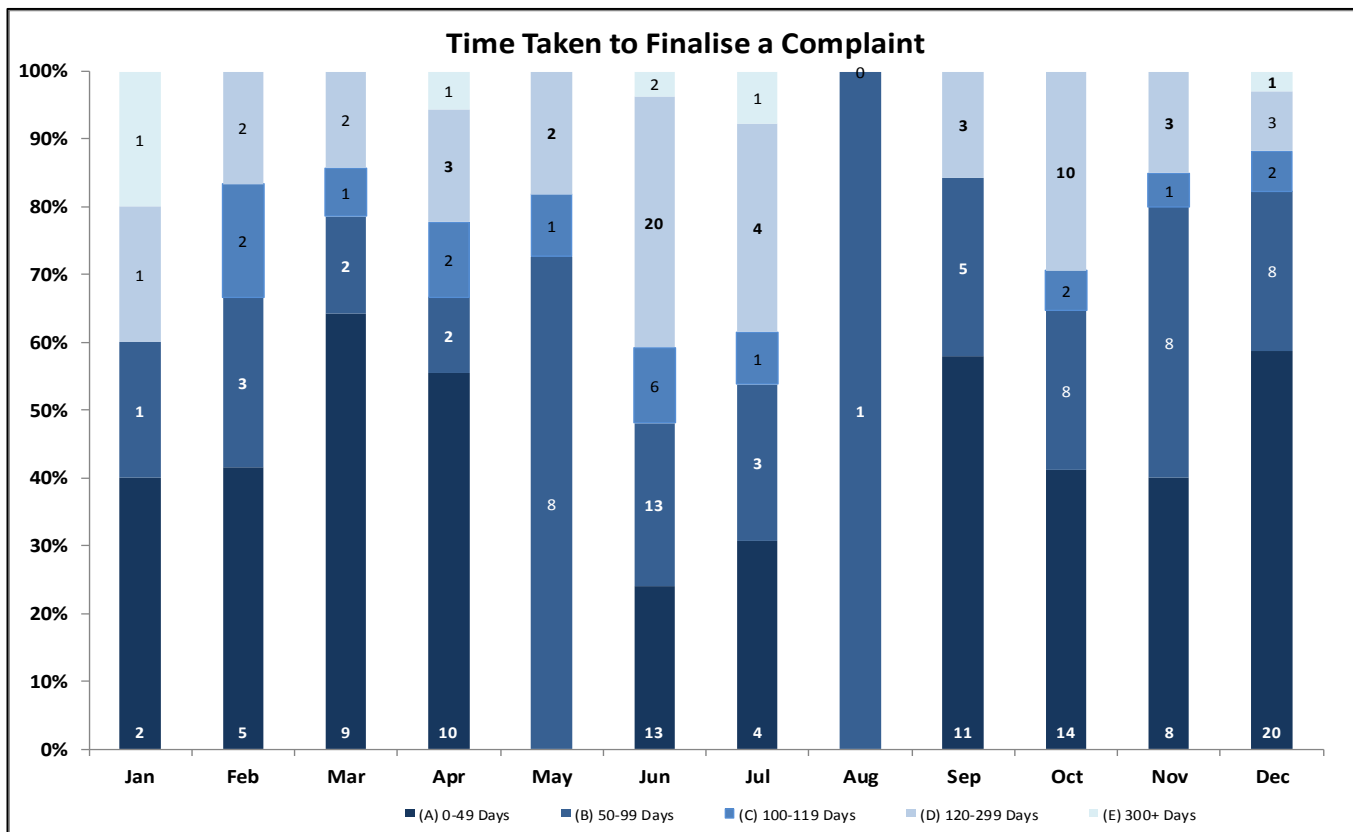
Due to previous performance issues identified in relation to the timeliness of recording complaints and finalisation of complaints, the below focuses on these two areas. The charts help to provide a greater understanding of the forces position and progress.

The national target is to record cases within 10 days and to finalise within 120 days. The alliance forces have an aspiration to improve on this and to record & action 80% of all complaints within 3 days. Over the quarter 76% of complaints were recorded in 3 days, below this 80% aspiration. However 82% of complaints were recorded within the 10 day national target.



The command team are aware of the fall in performance in December and are actively addressing the issue. A number of challenges are being worked through including additional training and staff realignment. Performance is expected to see improvements in the coming month

The second national target is to finalise cases within 120 days. In the last quarter 81% of cases were finalised in 120 days, an increase compared to the previous quarter (76%).



Call Handling

Signs of Improvement would be:

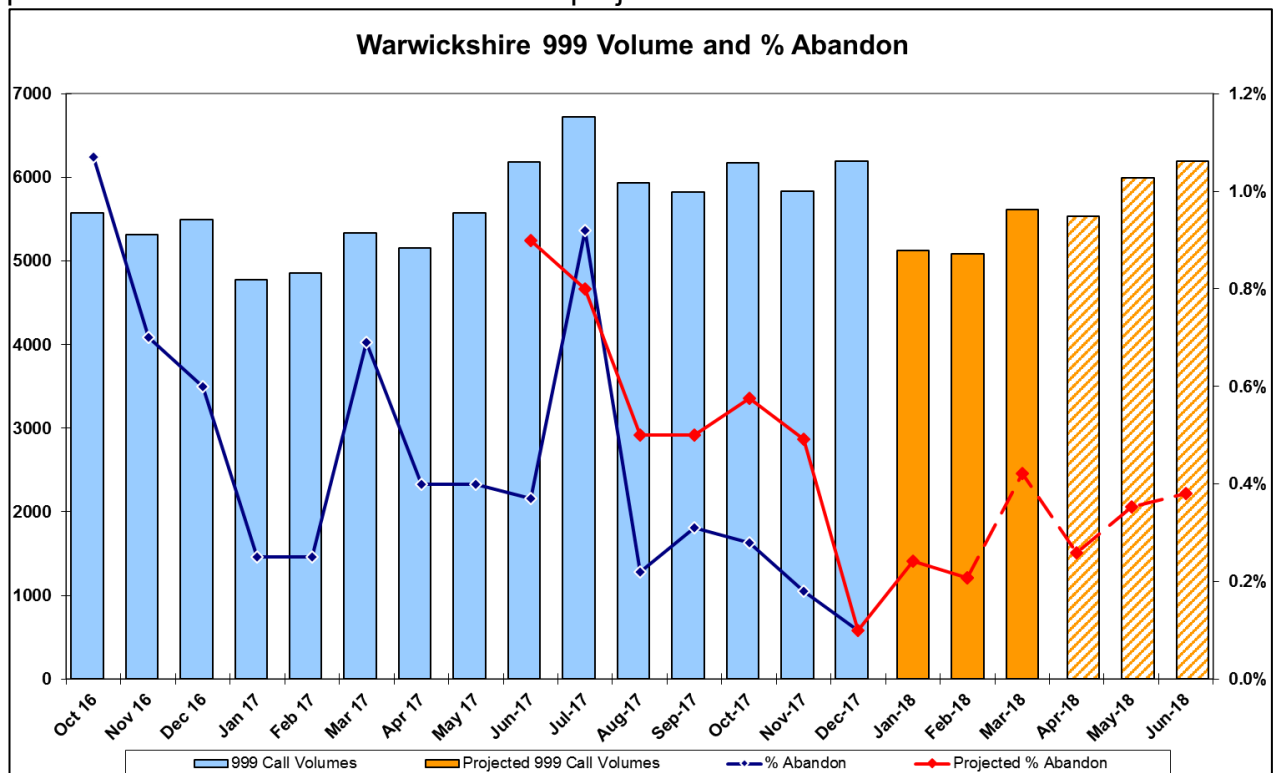
- ❖ Increase % of calls answered in target time
- ❖ Reduction in abandon rates

Calls on the 999 system

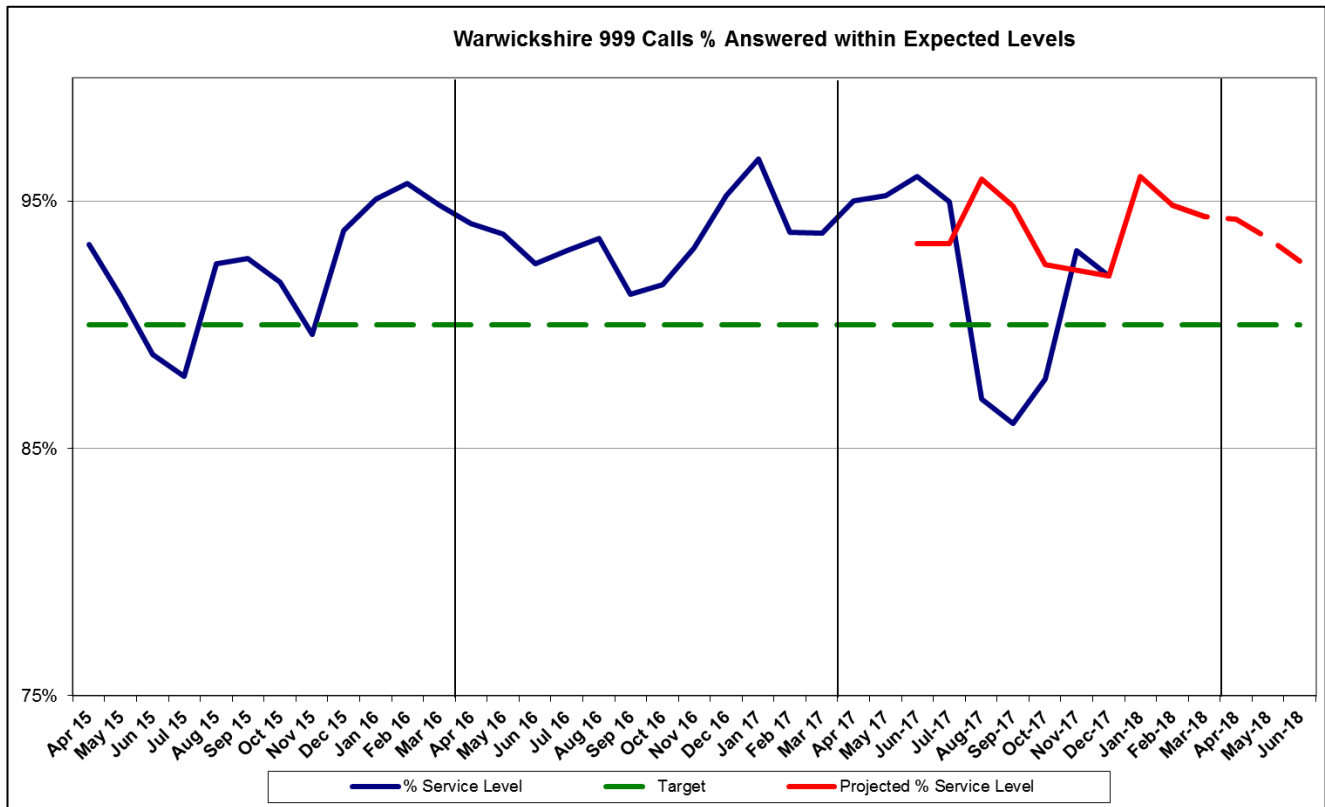
18,196 calls on the 999 system were received last quarter, a reduction compared to the previous quarter (18,487). The percentage of abandoned 999 calls last quarter (0.6%) improved compared to the previous month (1.4%).

The following chart shows the trend in call volumes and abandon rate, along with a short (3 month) and medium (6 month) term projection of how this performance may change. The projections (red line) are based entirely on previous performance and demand.

Actual performance has been better or in line with the projected position. The goal is for OCC performance to remain better than then projection data.



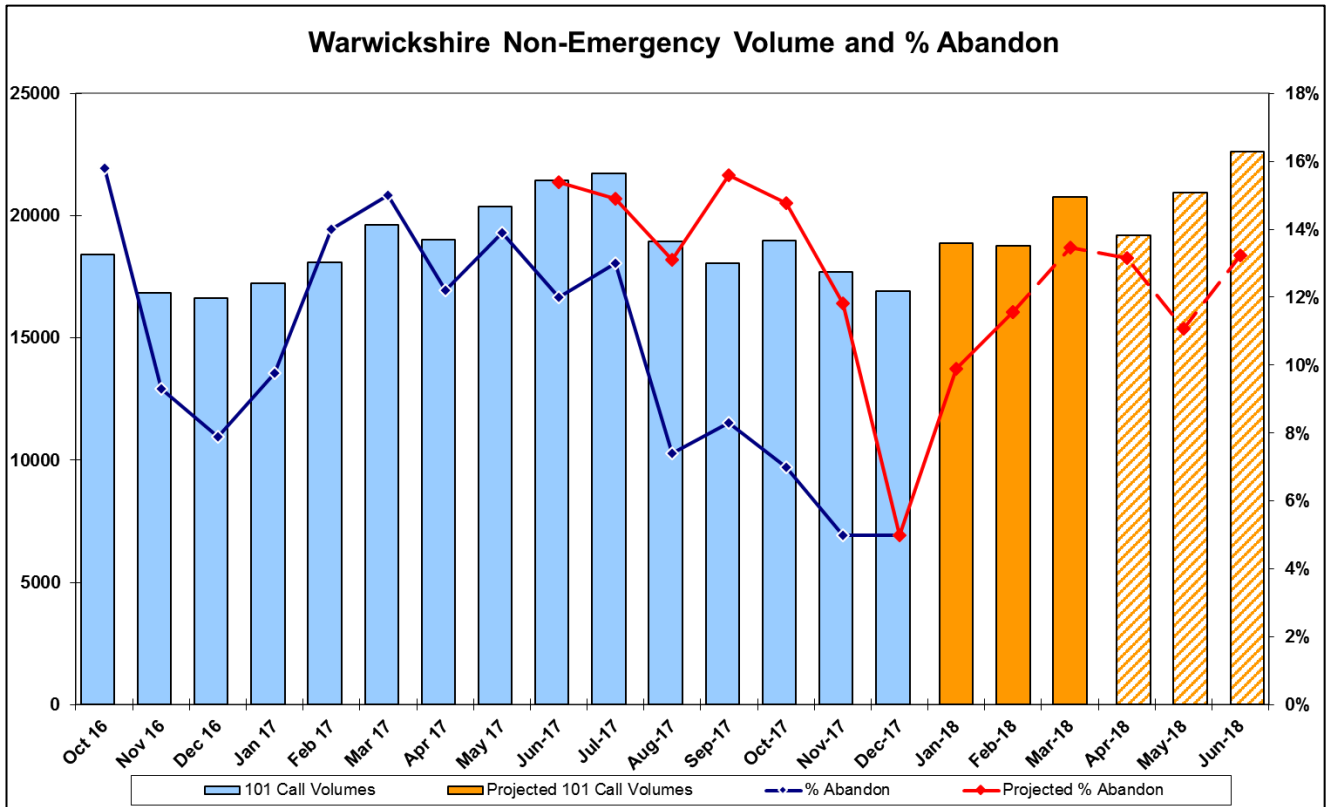
The proportion of 999 calls answered within 10 seconds increased for the last quarter compared to the previous quarter. Performance exceeded the projected level in November. Again, the goal is for OCC performance to be better than then projection data.



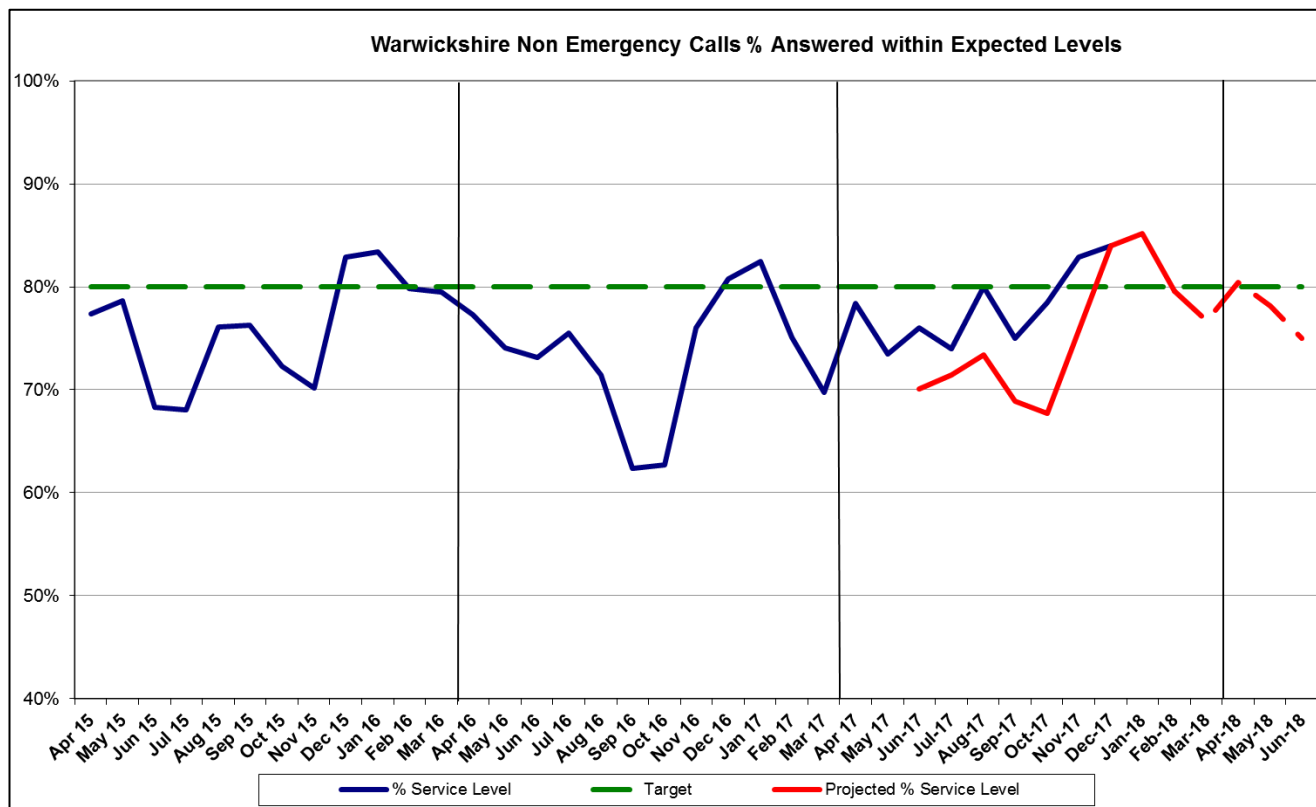
Non-Emergency Calls

53,605 non-emergency calls were received last quarter - a reduction compared to the previous quarter (58,734). There has been an improvement in the non-emergency calls abandoned rate last quarter (6%) compared to the previous quarter (10%).

The following chart shows the trend in call volumes and abandon rate, along with a projection of future performance. As with the 999 chart, the projections (red line) are based entirely on previous performance.



The % of calls answered in 30 seconds increased for the last quarter compared to the previous quarter and exceeded the 80% target in November and December. Performance remains above projected levels and the goal is to maintain this trend.



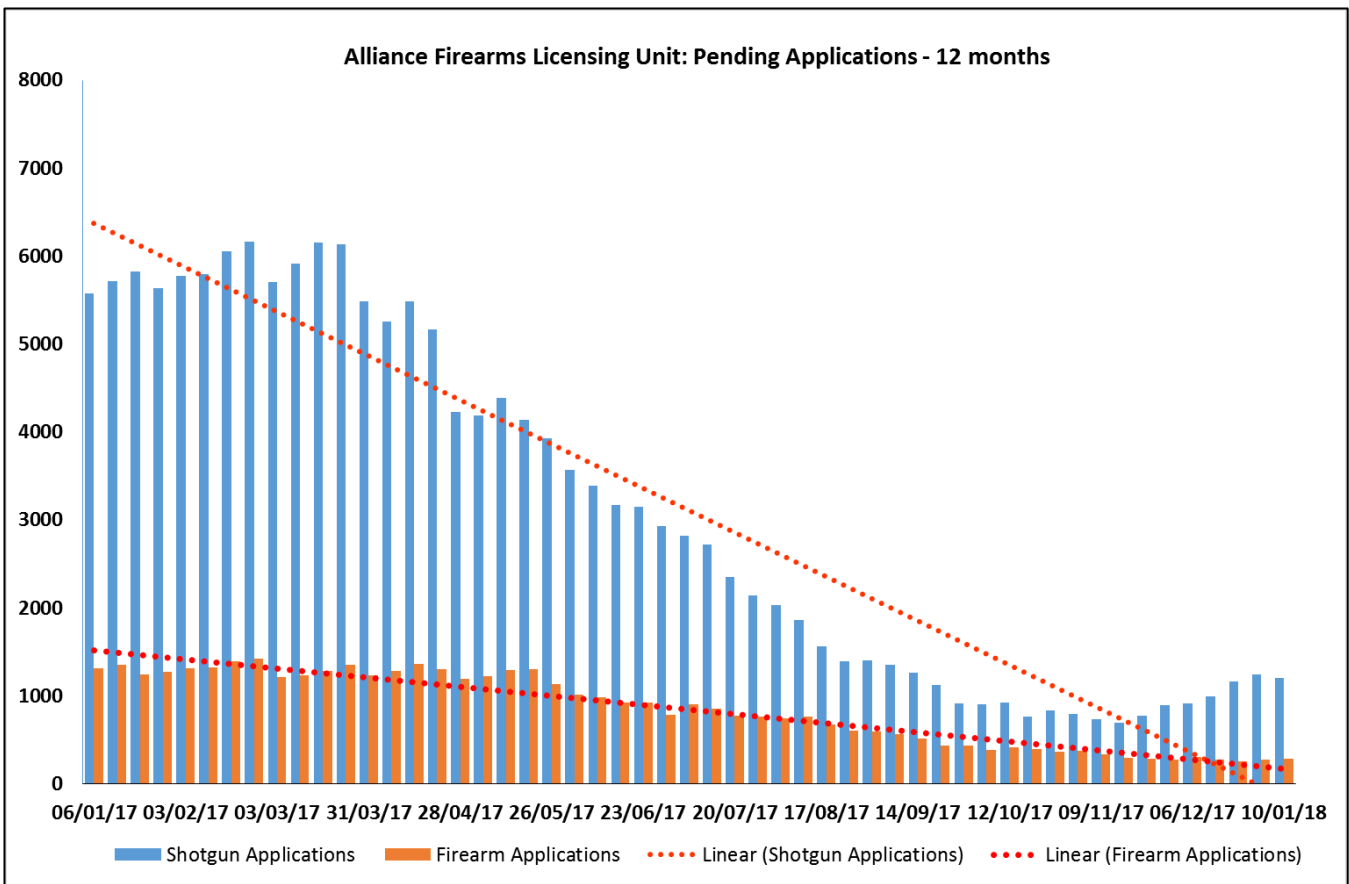
OCC performance is monitored and actively managed on a weekly basis to ensure appropriate resources are in place to manage demand.

Firearms Licensing

Signs of Improvement would be:
❖ Timeliness in processing applications and renewal certificates

Performance within the Firearms Licensing Unit (FLU) is focused on maintaining a stable position in terms of pending applications. This includes applications for both grant and renewal of shotgun and firearm certificates. The Unit receives approximately 1,000 applications each month.

The chart below indicates how the volume of pending applications (particularly in terms of shotgun applications) has been brought to manageable levels during 2017. Having 1,000 pending applications will be considered as business as usual going forward.



Work has also begun to address the long term issue of the 5 year license renewal cycle, with an aim to level out this demand. The Firearms Licensing IAG will be helping to promote the early renewal scheme and an article will feature in the British Association of Shooting and Conservation (BASC) magazine.

Warwickshire Police and Crime Panel

19 March 2018

Public Awareness of Police and Crime Commissioners

Recommendation

That the Police and Crime Panel considers the Police and Crime Commissioners approach to Consultation and Engagement, and provides any recommendations as appropriate

1.0 Background

- 1.1 The Police and Crime Commissioner (PCC) presented his Draft Consultation and Engagement Strategy to the Police and Crime Panel on 3 February 2017. At that meeting, it was explained that a yearly programme of work had been identified and that the strategy would be refreshed annually. Accordingly, the Panel's Chair has requested that the Strategy return to the Panel to consider what actions have been taken to fulfil the ambitions of the Strategy. This report also includes wider background information on voter turnout and the public awareness of and public PCC's nationally.
- 1.2 Recently, the Panel has requested that the PCC engage further with residents to explain the challenges facing policing in Warwickshire, such maintaining officer numbers and rising recorded crime. At its meeting on 1 February 2018, the Panel also made recommendations concerning the PCC's approach to consultation. The Panel recommended that:
- In future years, a proactive and targeted approach is taken to engaging with residents in the north of the county, and from demographic groups that may currently be underrepresented.
 - Consideration is given to ways of recording more details about respondents in consultations, whilst balancing the value of keeping the survey quick to complete.

2.0 Statutory Duties

- 2.1 The PCC has a statutory duty and electoral mandate to hold the police to account on behalf of the public. He also has a duty to provide the local link between the police and communities, working to translate the legitimate desires and aspirations of the public into action¹. The PCC must also oversee the extent to which the Chief Constable has fulfilled his statutory duty to obtain the views of local communities on crime and disorder in their neighbourhood.

¹ The Policing Protocol Order 2011

- 2.2 The Police Reform and Social Responsibility Act 2011 sets out the roles and responsibilities of Police and Crime Commissioners. The act states that “Arrangements shall be made for each police area for obtaining... the views of people in that area about matters concerning the policing of the area, their co-operation with the police in preventing crime in that area and for obtaining the views of victims of crime in that area about matters concerning the policing of the area.”² The Police and Crime Commissioner’s Consultation and Engagement Strategy 2016 – 2021 sets out the principles of how this will be achieved.

3.0 Voter Turnout

- 3.1 Overall turnout at the May 2016 PCC elections was 27.3%, representing a significant increase on the 15.1% turnout experienced in 2012. However, a parliamentary briefing paper suggests that because the 2016 PCC elections coincided with other local elections, this increased the percentage of incidental turnout. Reflecting on the 2016 PCC elections, the Electoral Commission said that “However welcome the increase in turnout, it did not translate into increased levels of awareness amongst voters of what the elections were about... it is still the case that people do not feel they know very much about PCCs.”³ The Home Affairs Select Committee noted that it may take several more years before the public are fully aware of the role of the PCC, which is still relatively new to them.
- 3.2 The voter turnout % for the Warwickshire PCC elections in 2016 was 26%, representing the lowest turnout of any election in that year. In 2012, the polling company Populus asked respondents the main reason they did not vote in the PCC elections. The largest group of respondents (45%) suggested that they did not have enough information to make a decision. On this basis, it can be concluded that a better informed electorate will increase voter turnout.

4.0 Public Awareness of Police and Crime Commissioners

- 4.1 A recent survey conducted by the Office for National Statistics (ONS), with 30,928 respondents, revealed that some people are particularly more disengaged and unaware of the PCC’s role than others. The findings of the Survey of Crime in England and Wales for the year ending March 2017 show that the people most likely to be aware of PCCs were well educated retired white men on larger household incomes, living in detached homes in rural areas. Conversely, those least likely to be aware of PCCs were young women from minority ethnic backgrounds, on low incomes in urban areas. The table overleaf highlights the individuals who are most and least likely to be aware of PCCs and their role, based on data collated by the ONS:

² <http://www.legislation.gov.uk/ukpga/2011/13/contents/enacted>

³ http://www.electoralcommission.org.uk/__data/assets/pdf_file/0019/215074/2016-PCC-elections-report.pdf

Crime Survey for England and Wales - Table S22: Awareness of Police and Crime Commissioners, by personal characteristics, year ending March 2017

Personal Characteristic	Most aware of PCC's	Least Aware of PCC's
Age:	65 – 74 (77%)	16 – 24 (41%)
Sex:	Men (67%)	Women (58%)
Ethnic Group:	White British (66%)	Arab and Chinese (23%)
Marital Status:	Married (70%)	Single (48%)
Employment Status:	Retired (70%)	Student (40%)
Occupation:	Managerial/professional (75%)	Long term unemployed (38%)
Highest Qualification:	Degree/Diploma (75%)	None (46%)
Household Income	£50,000 + (72%)	Less than £10,000 (49%)
Tenure:	Home owner (70%)	Social/private renter (48%)
Accommodation:	Detached House (74%)	Flat/maisonette (50%)
Area Type:	Rural (72%)	Urban (60%)
Indices of Deprivation:	20% least deprived areas (69%)	20% most deprived areas (50%)

5.0 Conclusions

5.1 In February 2017, the Police and Crime Panel asked to revisit the PCC's Consultation and Engagement Strategy after a year of it being in place. This report fulfils that request, and provides accompanying background information. The Panel are requested to consider the PCC's Strategy, and make any recommendations as appropriate

6.0 Appendices:

6.1 Appendix A – The Police and Crime Commissioner's Consultation and Engagement Strategy

7.0 Background Papers:

7.1 None

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Consultation & Engagement Strategy 2016-2021

Report on progress during 2017/18

March 2018

1. Introduction

The Police and Crime Commissioner (PCC) presented his Draft Consultation and Engagement Strategy to the Warwickshire Police and Crime Panel on 3 February 2017 and it was subsequently published in final form later that month. At the Panel meeting, it was explained that a yearly programme of work had been identified and that the strategy would be refreshed annually.

The purpose of this report is to provide the Panel with information about progress against delivery of strategy during 2017/18 and to inform members of the programme of work for the year ahead through the refreshed version of the strategy.

2. Progress updates

The strategy sets out a vision to give communities a strong voice in order to develop a safer, more secure Warwickshire and improve trust and confidence in policing.

The strategic vision is divided into three parts:-

- Keeping communities and key stakeholders informed;
- Consulting with communities and key stakeholders;
- Involving and empowering communities and key stakeholders.

Accordingly, this report will adopt the same format to update on progress in each area.

2.1 Keeping communities and key stakeholders informed

Vision: The Commissioner is committed to ensuring that communities and victims are kept informed and updated on the crime and community safety matters that affect them. Ensuring that the Commissioner's role and the work carried out by the OPCC are understood and disseminated widely to the public and other key stakeholders is a key aim.

Areas of focus for OPCC during 2017/18:-

Objective: Re-launch OPCC website with refreshed content, reflecting the new Police and Crime Plan and with a mobile-first design.

Progress update: A comprehensive refresh of the OPCC website went live in February 2018, which an enhanced design to the latest mobile device-friendly web standards, with the aim of providing a more engaging insight into the work of the Commissioner, as well as enabling easier updates by OPCC staff.

Design work was undertaken by the OPCC's contracted web supplier, using a modified version of site templates which had already been successfully implemented by the West Mercia and Cumbria PCC's offices.

Migration of content to the new site was undertaken entirely by the OPCC's Head of Media and Communications, in order to keep expenditure minimal. An initial timeframe of having this work completed by Q2 of 2017/18 proved unrealistic due to other time commitments and a realisation that more extensive content re-writing would be desirable in order to better showcase the work of the Commissioner and the office to the public. This had knock-on implications for some of the other areas for focus for the year, as detailed below.

The new site streamlines and simplifies the mechanisms for contacting the OPCC through the website and also places much greater emphasis on the Police and Crime Plan and the work being undertaken to deliver it. There is also greater showcasing of photographic and video content relating to this work.

The new site also includes an improved Freedom of Information Publication Scheme section, which collates the specified categories of published information in a single section. This makes it easier for the public to find the information published and to hold the office to account to ensure we are meeting our statutory obligations.

The website was reviewed in December 2017 by CoPaCC, an independent organisation established shortly after the first Police and Crime Commissioner (PCC) elections in November 2012 to monitor policing governance in England and Wales. Although this related to the information on the previous website (which has been migrated to the new in full), the feedback given by CoPaCC during past reviews was used during the formulation of the new website. In January 2018 it was confirmed that the OPCC had been awarded a CoPaCC Quality Mark for Transparency, the third year in succession that this has been achieved.

Objective: Introduce a quarterly newsletter for partners to explain progress in delivering the Police and Crime Plan.

Progress update: Due to the overrun of the website redevelopment, work to progress this has only just begun in Q4 of 2017/18 and will need to be carried forward to Q1 2018/19. The update email will provide partners with a snapshot of the activity being undertaken in each policy area by the OPCC on a quarterly basis. This will in turn be used to help continue to populate the Police and Crime Plan pages of the website on an ongoing basis.

Objective: Enhance the content for social media channels, with increased input from all OPCC staff and better use of video and photography.

Progress update: The Head of Media and Communications has undertaken training in relation to video production, jointly with counterparts at West Mercia OPCC. This was specifically developed with the creation of content for social media in mind. Since this time, eight videos have been produced, showcasing a range of the organisations funded through the grant scheme, rural crime prevention initiatives and progress in the development of the new force Operational Communications Centre. Additionally, the Commissioner has supported partner video production for the launch of the Stop Hate Now website and this has also been shared on social media.

Full training for social media updating by OPCC staff has not been fully implemented due to delays in receiving work mobile devices and pending the filling of staff vacancies. Now that the policy officer cadre is back to full strength, this can be revisited during 2017/18.

Social media accounts continued to develop during 2017/18, with growth in the number of followers and engaged users across all platforms. Social media has also continued to be an important activity of the PCC-funded cyber, business and rural crime advisors, with similar growth experienced in users, as outlined in the OPCC Delivery Plan updates.

In addition to the above, other mechanisms for informing communities and stakeholders were maintained as business as usual. This includes the issuing of 63 media releases (to date), which have resulted in 184 articles in local, regional and national newspapers, magazines and websites and 17 broadcast interviews.

The PCC newsletter has shown continued growth during the year and the Head of Media and Communications now also has direct access to the Warwickshire Police Community Messaging System in order to issue updates from the Commissioner.

Formal publications published during the year included the Annual Report, Council Tax leaflet and Victims and Witnesses Charter, which can all be found at: <https://www.warwickshire-pcc.gov.uk/key-information/our-publications/>

Reports to the Police and Crime Panel, minutes of the 'holding to account' meetings between the Commissioner and Chief Constable, as well as delivery plan updates, force performance figures and reports to the Police and Crime Panel were also all published on the OPCC website.

Areas of focus for OPCC during 2018/19:

For the reasons outlined above, several objectives from 2017/18 have had to be carried over into 2018/19. The revised areas of focus will therefore be:-

- 1. Continued development of fresh content on the OPCC website, including ensuring compliance with the General Data Protection Regulations.**
- 2. Introduce a quarterly newsletter for partners to explain progress in delivering the Police and Crime Plan;**
- 3. Enhance the content for social media channels, with increased input from all OPCC staff and better use of video and photography.**

2.2 Consulting with communities and key stakeholders

Vision: The Commissioner will ensure local communities are consulted on and have an influence over the services they receive and the strategic decisions that affect them.

Areas of focus for OPCC during 2017/18:-

Objective: Delivery of consultations on the Police and Crime Plan and Police Precept.

Progress update: Consultations were delivered on both the Police and Crime Plan (during 2016/17) and the Precepts in both years. Formal reports have already been provided to the Panel with regards to each of these consultations, with full details of the methodology and results published on the OPCC website at <https://www.warwickshire-pcc.gov.uk/news-media/public-consultations/>

Objective: Working with regional colleagues to deliver the annual cyber-crime survey. Analyse the Warwickshire results and use the data to drive local work around the identified issues and regional collaboration to tackle cyber-crime.

Progress update: The survey was coordinated by the Warwickshire Insight Service and conducted from October-December 2016, with people asked to share their experiences of online crime through a series of questions.

The survey sought to examine how the picture has changed across Warwickshire over the past 12 months and whether residents are more aware of the dangers that can be posed online and the things that they are able to do to minimise these risks.

The survey also ran across West Mercia, West Midlands and Staffordshire policing areas to allow as assessment of the scale of the problem across a wider region. It should be noted that, despite having the smallest population area of the four regions, Warwickshire's version of the survey received the most responses (1,001).

The key findings from the survey suggested that:

- At least £8.8 million has been lost by Warwickshire adults as a result of cyber crime.
- There have been nearly 15,000 successful phishing scams in the last 12 months.
- 9,900 residents have been victim of identity fraud.
- 30,000 have fallen victim to a virus or malware based attack.
- There have been over 6,000 online hate crimes.
- 5,500 have been a victim of an online romance scam.
- 12% of residents are not confident that they know how to protect themselves online.
- 59% feel at risk online.

The full results were presented in June 2017 at the launch of the PCC-funded Cyber Safe Warwickshire website. The full headline analysis report is available on the OPCC website, also at <https://www.warwickshire-pcc.gov.uk/news-media/public-consultations/>. The Cyber Crime Advisors have been using the results of the consultation to inform their workplan accordingly.

Areas of focus for OPCC during 2018/19

The results of both cyber crime surveys (the local 2015 survey and the regional 2016/17 survey) showed broad similarities and there is therefore no appetite to repeat the survey, locally or regionally, in 2018/19. This objective has therefore been removed from the areas of focus in the revised strategy. A business crime survey will however be conducted once the vacant business crime advisor post has been filled.

The precept consultation survey will be conducted in late 2017. The greater certainty over police funding arrangements for 2019/20 mean that this can be run over an extended period, allowing for greater targeting and promotion. The panel have been invited to work with the OPCC in the formulation of this consultation. The revised areas of focus are therefore:-

- 1. Delivery of consultations on the Police Precept for 2019/20 and business crime.**
- 2. Analyse the results of the business crime survey and use the data to drive local work around the identified issues and to tackle business crime.**

2.3 Involving and empowering communities and key stakeholders

Vision: The Commissioner is committed to involving communities and service users in shaping local services and putting their voices at the heart of delivery. By empowering and enabling citizens to take action, together we can make our streets, homes and businesses safer.

The PCC has been engaging, presenting and attending a wide range of events with both the public and key stakeholders. The PCC regularly receives request from a range of groups to present his role, participate in discussions and answer questions. Where possible and practical the PCC or his deputy attends these formal and informal events to engage with the public and community. In addition to the work detailed below the PCC, the DPCC and the OPCC actively engage with key stakeholders on a regular basis, supporting, influencing and assisting to develop new approaches to address local concerns and issues.

The PCC and his office are limited by capacity and priorities to what they can attend and effectively support. As a result the PCC and/ or his office are not always in a position to support all requests received from both the public and key stakeholders. The PCC, DPCC and/ or his office regular attend and or organise;

- The Independent Custody Visitor Scheme meetings North, South & Alliance wide,
- Independent Trust, Integrity and Ethics Committee,
- Hate Incident Partnerships,
- Citizens' Academies,
- Police Cadets,
- Citizen's in policing Alliance meetings including Police Support Volunteers, Special Constabulary,
- Youth Parliament,
- Children in Care Council,
- Blue lights services collaboration,
- Community safety partnerships,
- Criminal justice agencies meetings.

Please note this is not an exhaustive list of meetings attended.

Areas of focus for OPCC during 2017/18:-

Objective: Development of Citizens Panels to ensure feedback and input can be gathered from under-represented groups and the seldom heard, on a range of relevant topic areas;

Progress update: This has not been developed as planned in 2017-18 for several reasons including the lack of capacity within the OPCC to develop the PCC's own Citizens panel. As a result the PCC has discussed maximising the potential opportunities that exist within existing groups that would enable the PCC to develop a feedback and input mechanism for the Police and Crime Plan. The PCC believes this is an important area of work and intends to further these discussions next year, by working with an existing group which could provide the PCC with feedback and input on a range of relevant topic areas, while ensuring the views of under-represented groups and the seldom heard group's are included.

Objective: Establishing and promoting dedicated engagement opportunities for the Commissioner.

Progress Update: Since his term of office commenced the PCC has attend a wide range of engagement opportunities in the community, with specific service user groups, open public engagement and stakeholder groups. The PCP is requested to note the size and capacity of the OPCC is limited, therefore it is vital to ensure each engagement is beneficial to all. Table 1 details the community engagement that the PCC and DPCC have conducted since his term of office commenced. All events enabled the PCC and/ or DPCC to engage with members of the public. It does not include the engagement the OPCC does on behalf of the PCC.

Communities PCC and or DPCC has engaged with.	Groups/ locations engaged with.	Planned activity March 2018 onwards- As confirmed to date.
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Communities PCC and or DPCC has engaged with.	Groups/ locations engaged with.	Planned activity March 2018 onwards- As confirmed to date.
Faith groups	Leamington Mosque Nuneaton Mosque Faith and Inclusion conference Gurdwara celebrations Dashain Festival- Nepalese community	Meeting with SHAWL and Sikh council UK March 2018
Gypsy and travellers	Site visits to permanent & unauthorised sites Kenilworth Horse fair	
Veterans	The veterans contact point The military covenant	
Rural communities <i>Most events are open access public events that were promoted in the locality and press where appropriate.</i>	<p>Northern events- -Furnace End -Rugby -Whitacre Show -Willoughby -Fillongley</p> <p>Southern events -Southern district NFU “special” meeting - Residents/ victims farm/ site visit (closed visit) -Personal meetings with 3 victims of rural crime (closed meeting) - Kenilworth show - Meeting with NFU and CLA representing their members issues (closed meeting).</p>	Ongoing events as organised by the rural crime coordinators.
Young people	<p>Cadets- 6 sessions- including welcome ceremonies, passing out parades, evening sessions on PCC awareness.</p> <p>Youth Parliament-5 sessions including election results, 1 formal session with the PCC each year, involvement with debating/ other events they hold.</p> <p>Youth Academy- annual Police led weekend funded by PCC. PCC has attended both session during his time in office.</p> <p>The DPCC has also represented the PCC at the “great debate” Etone college.</p>	<p>Cadets- attendance each year at welcome ceremonies, passing out parades, evening sessions on PCC awareness.</p> <p>Youth Parliament and CICC- The PCC aims to attend 1 formal evening session with both groups as invited by their lead officers. The PCC also attends their election results and other events as he can support. Planned upcoming event with mental health awareness day- March 2018.</p> <p>Youth Academy- Scheduled for Oct 2018.</p> <p>Avon valley school- March 2018, Schools creative writing competition Summer 2018.</p>
Topic based engagement	Community Speedwatch development x2 Cyber-safe Warwickshire website launch 2017	Reaching out to communities- Rugby tbc

Communities PCC and or DPCC has engaged with.	Groups/ locations engaged with.	Planned activity March 2018 onwards- As confirmed to date.
	Reaching out to communities- Bedworth WCC Citizens academy The DPCC has also represented the PCC at the CAVA AGM, Federation of small businesses.	
Conferences where the PCC has presented- locally	Serious and Organised Crime and vulnerability event CSE Training TAPSPG conference x 2 WALC AGM	Vulnerability event Problem solving event. TAPSPG
Offenders	Visits to prisons x3	
Community forums	North Warwickshire East Warwick rural West Coleshill Kenilworth Southam (More were planned but cancelled due to lack of attendees/ agenda items).	A further 3 have been agreed during March- Sep 18. Requests are being sent out to the remaining active forums to schedule in future dates.
Parish Council meetings	21 different meetings	A further 1 has been agreed to date. If a parish council requests the PCC attend they are now being requested to try and combine their meetings with neighbouring parishes to ensure an audience of 40 or more residents.
Citizen academies	Formal presentation and graduation ceremony for each citizen academy North and South. 3 since start of term of office.	A further one is scheduled for summer 2018.
Grant funded projects	28 separate visits to PCC funded grant projects to attend sessions, AGM's, presentation events. DPCC has attended a further 6 visits.	Plans to visit all successful applicants during 2018-19.
Open access public events		Minimum of 1 per district planned during 2018.- See below for more details
Volunteers in policing	IAG's- x 2 ICV's x 3	Citizens in policing volunteers weekend- June 2018
Individual meetings with the public.	21 meetings, with 25 members of the public in regards to specific concerns they have raised	As requested.

Table 1 : PCC community engagement activity.

Objective: Continuing to organise regular engagement days at police stations and bases, enabling the Commissioner to meet officers, staff and partners.

Progress update: There is an ongoing schedule of engagement at each station and base across Warwickshire. The plan is approved with the Warwickshire command

team and the feedback from officers and staff is addressed via the Chief Constable meeting if appropriate to do so.

Objective: Launch and monitor the Commissioner's Grants Scheme for applications for 2017/18.

Progress update: 2017-18 grants were launched in November 2017 at the TAPSPG (Third and Public Sector Partnership Group) conference- where the third sector is fully represented. All applicants were informed of the outcome of their application by March 2017. Grants were awarded in April 2017 all successful applicants were invited to a briefing held by the PCC and OPCC in April 2017. The PCC and DPCC have made 34 separate visits to successful applicants.

The grant process for 2018-19 is currently underway. Four of the grant pots were launched in November 2018. All applicants will be informed of the outcome of their application by the end of March 2018. The OPCC aims to award grants and deliver a briefing session to successful applicants in April 2018. The PCC and/ or DPCC plan to visit each successful applicant during the grant award.

During the last year significant work has been undertaken to develop a commissioning approach for several key work areas. Support services for victims, child sexual exploitation (CSE) and sexual violence are currently undergoing an independent needs assessments. The need assessment has included public and stakeholder consultation to ensure the needs assessment is informed and reflective of Warwickshire's needs. The PCC aims to commission support services for victims and drug and alcohol for criminal justice clients from April 2019 and aims to commission CSE and sexual violence service from autumn 2019. A range of stakeholder, community and service user's events will be held throughout the development of the commissioning process.

The PCC has also committed to awarding in principal grants to key stakeholders which address specific aspects of the Police and Crime Plan. These in principal awards have, depending on the annual settlement, been awarded for the remainder of the PCC's term of office and include:

- CSP Analysts 1.5FTE
- 2x Rural Crime Co-ordinators;
- 1x Business crime adviser;
- 2x Cyber crime advisers;
- 2x Trading standards Cyber crime investigators;
- Contribution towards the ECINS co-ordinator;
- 1x PREVENT officer;
- 1x National Probation Service Domestic abuse administrator.

Areas of focus for OPCC during 2018/19:-

- 1. Explore and develop opportunities with existing group/s to provide the PCC with feedback and input on a range of relevant topic areas, while ensuring the views of under-represented groups and the seldom heard groups are included.**

2. Establishing and promoting dedicated engagement opportunities for the Commissioner.

Planned approach: The OPCC is working with partners to identify appropriate engagement opportunities for the PCC, DPCC and the OPCC at free, open access events where the PCC and his staff can engage with members of the public using the forms below to understand:

- a. how safe residents feel,
- b. what they think would make them safer,
- c. what the issues are in their community,
- d. if they would like to receive the monthly newsletter.

The forms were trialled last year and adapted in response to residents answers. The feedback can be used to help inform the precept consultation, the police and crime plan refresh and discussions with local partners regarding best use of resources to address local concerns.

Tell me what you think.


Where do you live?

On a scale of 1-5 how safe do you feel in Warwickshire?
1 Not safe 5 Very safe

What could the police or other agencies do to make you feel safer?
.....

What are the biggest issues in your community that you feel need to be addressed?

Would you like to be kept updated on the work I am doing to create a safer, more secure Warwickshire? If yes, please provide a contact email:
.....

Philip Seccombe
Police and Crime
Commissioner
for Warwickshire

“A safer, more secure Warwickshire”

A range of potential engagement opportunities are being identified and may include:

- North Warwickshire – Big day out Coleshill 10th June, Mancetter 23rd September
- Rugby- Our Rugby Our Future events
- Warwick District- The Peace festival 16-17th June, Pride Saturday 18th August,

All panel members are requested to consider and share other opportunities in their areas which would provide suitable engagement opportunities.

3. **Continuing to organise regular engagement days at police stations and bases, enabling the Commissioner to meet officers, staff and partners.**
4. **Monitor the Commissioner’s Grants Scheme for 2018/19 and develop, engage and build a market place for commissioned support services addressing the needs of:**
 - victims,

- **drug and alcohol criminal justice clients,**
- **sexual violence,**
- **child sexual exploitation.**

3. Refreshed strategy

In line with the reports above on progress towards achieving the objectives, the strategy has been refreshed with new areas of focus for 2018/19 and to reflect the amendments required as a result of the above updates. This is provided as a separate appendix item.

March 2018

Neil Tipton, Head of Media and Communications.

Cheryl Bridges, Policy and Research Officer- Grants, Commissioning and Engagement.



Philip Seccombe
Police and Crime
Commissioner
for Warwickshire

CONSULTATION AND ENGAGEMENT STRATEGY

2016-2021



A SAFER, MORE SECURE WARWICKSHIRE

Updated March 2018

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1. Foreword

My role as the Police and Crime Commissioner for Warwickshire is to work with other services to ensure the safety of the community and deliver effective criminal justice. This involves listening to people and taking their views on the issues that affect them in their community, as well as hearing the good practice and ideas for improvement which residents often tell me about.

I must also ensure that my Police and Crime Plan meets their needs and expectations, ensuring that the public has a strong voice in how their community is policed.



Consultation and engagement form a fundamental part of how I will achieve this and this strategy sets out how I will give the public and stakeholders that strong voice.

My approach will be to:-

- consult with the public and stakeholders on a range of specified topics to understand and listen to their views and ensure due consideration is given to them when policy and decisions are made;
- engage widely providing residents and stakeholders with the opportunity to discuss issues that impact and affect them.

As a result of these activities I aim to have a better understanding of:-

- the public's and stakeholders' needs and expectations of the police and local partners;
- how effectively Warwickshire Police and partners currently meet those needs;
- what needs to change in order to meet these needs in the future.

This will give me an informed position to hold the Chief Constable and local partners to account to ensure that the services they deliver to the public continue to improve.

Philip Secombe TD

Police and Crime Commissioner for Warwickshire

2. Introduction

Good communications and effective engagement are essential to ensuring that the public and other stakeholders understand the challenges of modern policing and can have an effective say in how their communities are policed. As such, they underpin all of the work undertaken by the Police and Crime Commissioners (PCCs) and of the police and partner agencies more widely.

A well-informed community is much more likely to have increased trust and confidence in the police and to be supportive of measures and initiatives which seek to reduce crime and anti-social behaviour. Equally, by giving the public and stakeholders a genuine opportunity to shape and influence policing and community safety priorities, service delivery can only improve.

This strategy sets out how Warwickshire Police and Commissioner Philip Secombe and his office (OPCC) intend to communicate and engage with communities and key stakeholders across the county, regionally and on a national level. It will demonstrate how effective communications can:

- help us achieve our overall organisational objectives;
- engage effectively with members of the public, including the vulnerable and victims of crime, community groups, police and other strategic partners;
- raise the profile of the Commissioner and demonstrate the success of his work;
- enable people to understand what we do and have a say in how we do it;
- assist the Commissioner in holding the Chief Constable to account.

It outlines the key objectives for communications and engagement to be delivered over the coming years, as well as outlining a programme of activity to achieve these ambitions.

The strategy is interdependent on a range of other plans, strategies and activity which include:-

- Warwickshire's Police and Crime Plan;
- Warwickshire Police and West Mercia Police Consultation and Engagement Strategy (in development) ;
- Warwickshire Police and West Mercia Police Contact Management Strategy (in development) ;
- The national Code of Ethics for policing which defines how all officers and staff should interact with the public and one another.

Progress towards achieving the objectives in this plan will be monitored within the delivery plan for the main Police and Crime Plan for Warwickshire.

Legal framework

Communication and engagement have a key role in ensuring that the Commissioner can carry out his duty to inform people about policies and activities which have an impact on them and, crucially, involve them in the decision-making process. He must engage as broadly as possible with all relevant individuals and organisations to ensure he understands the key challenges for Warwickshire and can set the right policing objectives to deal with them.

The law sets out a number of specific duties and responsibilities in relation to consultation and engagement. The Police Reform and Social Responsibility Act 2011, together with other legislation, places statutory duties on the PCC to:-

- Obtain the views of local people on policing and have regard to those views¹;
- Make arrangements for engaging with local people in setting police and crime objectives²;
- Obtain the views of local people and ratepayers prior to setting the precept (the charge for policing services paid by the tax payers) and the police budget;
- Obtain the views of victims of crime about matters concerning local policing and where appropriate feedback to them on actions taken to address them.

The Commissioner is also responsible for overseeing the extent to which the Chief Constable has fulfilled their statutory duties³ to:-

- Obtain the views of local communities on crime and disorder in their neighbourhood;
- Provide local communities with information about policing in their neighbourhood;
- Hold regular police and community meetings in local neighbourhoods.

This strategy complies with all the current legislation and also seeks to incorporate best practice found elsewhere.

Accountability and transparency

One of the main aims of the introduction of PCCs was to bring democratic accountability to the determination of local policing priorities. They were to be “elected, visible, well-known in their communities and accountable to the electorate”.⁴ It is therefore of key importance that the public has an understanding of the role of PCCs, who they are and what effect their local elected officials are having.

¹ Statutory duties to consult with local people and have regard to their views about policing in their area:- the Police Act 1996, Policing and Crime Act 2009 and Community Engagement and Membership Regulations 2010.

² Make arrangements for obtaining, before a police and crime plan is issued, the views of the people in that police area, and the views of the victims of crime in that area, on the plan:- Section 34 of the Police Reform and Social Responsibility Act & Section 96 of the Police Act 1996 as amended.

³ Police Reform and Social Responsibility Act 2011.

⁴ <https://www.gov.uk/government/speeches/police-and-crime-commissioners-one-year-on-warts-and-all>

There is evidence that, while an improving picture⁵, the public nevertheless has relatively low awareness and understanding of the role and responsibilities of PCCs. The role has existed for only a relatively short time period and is the first directly-elected position with responsibility for policing – a totally new concept for the electorate. By continuing to communicate effectively and build up true two-way engagement methods, this strategy seeks to broaden understanding and strengthen reputation, confidence and trust in the role and the work of the OPCC. It will also be complemented in this regard by the work of the Association of Police and Crime Commissioners (APCC) to further explain the work of PCCs on a national basis.

An important principle underpinning public accountability is transparency, with a requirement that PCCs should act in a way which provides the public with a wide range of information to help them make informed choices. This is underpinned by various pieces of legislation, including the Freedom of Information Act 2000, The Police Reform and Social Responsibility Act 2011 and the Elected Local Policing Bodies (Specified Information) Order 2011.

The Commissioner is committed to making available information to the public to enable them to hold him to account during his term of office. The OPCC will also endeavour to be as open and transparent as possible in publishing information in compliance with its legal duties, with the aim of being acknowledged as leading national good practice.

Key audiences

The Commissioner and the OPCC will seek to engage with all sections of society, including those from different diversity strands and hard-to-reach groups. Key stakeholders include but are not limited to:-

- The general public, especially people who live, work or visit Warwickshire;
- Victims of crime and service users of Warwickshire Police and related agencies involved with criminal justice and community safety
- Officers, staff and volunteers within Warwickshire Police and the wider Alliance with West Mercia Police;
- The Police and Crime Panel;
- Partner agencies, such as local authorities, the NHS, community safety partnerships and those involved in the criminal justice system;
- County Members of Parliament and elected members (county/district and borough/parish councillors);
- Advisory groups, such as custody visitors; Trust, Integrity and Ethics Committee;
- Groups/organisations funded by the PCC grants;
- The third/voluntary sector, including Neighbourhood Watch, CAVA and WREP;
- Faith and non-faith groups;
- Under-represented groups and the seldom heard, such as young people, the elderly and people with disabilities.

⁵ <http://www.bbc.co.uk/news/uk-politics-24930039>

3. Principles for effective consultation and engagement

This strategy is guided by a number of core principles which aim to ensure that, wherever possible, local consultation, engagement and involvement activity is:-

- **Representative and inclusive:**
Activities should be fair and representative in terms of geography, demography, identity. The OPCC will continue to be proactive in giving a louder voice to those that may be under-represented, seldom heard or disengaged – including those with direct experience of the criminal justice system. Efforts will be taken to ensure engagement opportunities are open to all and include a commitment to fulfilling duties under the Equality Act 2010 and actively engaging diverse groups and communities that do not normally participate.
- **Collaborative and joined up:**
The OPCC will work collaboratively with Warwickshire Police and partner agencies to minimise duplication and share skills, resources and results of consultation and engagement activity across partner agencies. This will help to deliver efficiencies, identify benchmarking opportunities, share best practice and reduce ‘consultation fatigue’.
- **Cost effective and provides value for money:**
The OPCC is committed to fulfilling the PCC’s statutory duties for engaging and consulting communities, victims of crime and other stakeholders in an effective, meaningful and cost-effective way and will aim to ensure a proportionate balance between cost, quality and benefit in discharging these functions.
- **Planned and purposeful:**
The OPCC will aim to ensure that consultation and engagement activities are properly planned and appropriate for their target audience, clearly articulated to the public and are afforded sufficient time to be effective and inclusive. Time will also be appropriately allocated to collate, analyse and communicate findings as part of the strategic decision-making process. The OPCC will also endeavour to ensure that activity is informed by evidence of best practice and learning from what works.
- **Receptive to change:**
The way individuals engage and communicate has undergone unprecedented change over recent years, particularly with the growth of social media and online communication. The OPCC will work to use both new and traditional means of communicating and engaging with communities to maximum effect, seek innovate new ways of working and embrace new technology and techniques.

4. Strategic vision

Warwickshire’s Police and Crime Commissioner, Philip Secombe, gave a commitment as part of his Police and Crime Plan to ensure that Warwickshire communities have a strong voice on policing. In doing so, the Commissioner aims not only to develop safer communities but to also further improve public trust and confidence in policing.

This will be achieved through delivering improvements in the way communities and key stakeholders are informed, consulted, involved and empowered. This will require activity by the OPCC, Warwickshire Police and partners. The strategic vision is divided into three parts, with each feeding into the other to deliver continuous improvement:-



4.1. Keeping communities and key stakeholders informed

The Commissioner is committed to ensuring that communities and victims are kept informed and updated on the crime and community safety matters that affect them. Ensuring that the Commissioner's role and the work carried out by the OPCC are understood and disseminated widely to the public and other key stakeholders is a key aim.

Providing information is a largely one-way process which helps to establish the Commissioner's status as an authoritative voice for the public on policing. It is also the primary mechanism for alerting people to what is available and happening in their area, as well as allowing the Commissioner to comment on the progress of delivery of the Police and Crime plan, give opinion on policing policy and comment on other relevant topics of public interest.

The value of providing information should not be underestimated. When asked, people regularly identify a need for more information about services in their area. It is also important for the democratic process that there is broader knowledge of the work of PCCs, in order for the public to be in a position to hold them to account.

Primary mechanisms for achieving this include:-

- **Websites** – e.g. OPCC website; business, rural and cybercrime micro-sites, force and partner websites; Warwickshire Police intranet;
- **Social media** – e.g. OPCC You Tube, Facebook and Twitter accounts; targeted advertising on social networks;
- **Media relations** – e.g. media releases, press briefings and radio and television interviews;
- **Newsletters** – e.g. monthly PCC email newsletter; quarterly partner updates;
- **Community messaging** – e.g. email alerts about key activity using the force Community Messaging Service (CMS);
- **Formal publications** – e.g. Annual Report; Council Tax leaflet, Statement of Accounts;
- **Reports** – e.g. to the Police and Crime Panel or responses to inspections from external bodies; publishing minutes of the 'Holding to Account' weekly meetings with the Chief Constable, Delivery Plan quarterly reports;
- **Crime prevention and awareness campaigns** – e.g. supporting force and partner initiatives;
- **Freedom of Information** – e.g. maintaining an FOI Publication Scheme; responding to requests for information and publishing a disclosure log.

While predominately a one-way process, the OPCC will ensure that its communications encourage feedback and promote opportunities for the public to engage wherever possible.

As a result of these activities, the Commissioner aims to:-

- Always communicate in an open, transparent and accountable manner which is clear, accurate, informative and timely;
- Have a diverse range of communication tools and methods in use, which are tailored to the needs and preferences of local communities;
- Broaden knowledge of his role and the work of the OPCC;
- Grow the audience of the OPCC website and ensure it provides an easy-to-use and accessible 'one-stop-shop' to showcase his work and that of the OPCC;
- Enjoy positive and productive working relationships with our local, regional, national and specialist media, in recognition of the important role they play in shaping public perception;
- Ensure the public and partners are given frequent updates on the progress of the delivery of the Police and Crime Plan;
- Make best use of existing and emerging partnership communications networks;
- Have a platform to provide commentary on important issues and provide his perspective on policing policy;
- Ensure feedback from consultation and engagement activity is pro-actively published and communicated in a timely manner, along with the details of what will be done as a result.

The Commissioner will hold the Chief Constable to account in ensuring Warwickshire Police:-

- Provides local communities with information about policing in their neighbourhood;
- Makes improvements to the force website to ensure it is easy-to-use and accessible, providing the public with a self-service approach to a range of services;
- Continues to develop the community messaging service ensuring residents are informed of current issues, provided with crime prevention advice and good news stories;
- Maintains a programme of crime prevention campaigns and ensures their effectiveness at reaching target groups.

Areas of focus for OPCC during 2018/19:-

1. Continued development of fresh content on the OPCC website, including ensuring compliance with the General Data Protection Regulations;
2. Introduce a quarterly newsletter for partners to explain progress in delivering the Police and Crime Plan;
3. Enhance the content for social media channels, with increased input from all OPCC staff and better use of video and photography.

4.2. Consulting with communities and key stakeholders

The Commissioner will ensure local communities are consulted on and have an influence over the services they receive and the strategic decisions that affect them.

Consultation can be explained simply as a: “process of dialogue that leads to a decision”⁶. It is a primary way of ensuring that the work of the OPCC responds to and reflects the needs of local people. Consultation can be statutory (e.g. the Commissioner is required by law to consult prior to publishing his Police and Crime Plan or setting the precept) or non-statutory (e.g. the Commissioner actively chooses to seek views on relevant topics, such as focus groups on older people’s needs).

Consultation can take many forms, depending on its purpose. It can be a one-off exercise or repeated over a long period of time. It can be formal or informal, focused on a specific issue or incident, a neighbourhood, on service delivery, or more broadly, on policing strategy.

The OPCC recognises the value of consulting, as it allows the Commissioner to gain views from local people or service users about proposed changes, priorities or new initiatives. In order for feedback to be representative and meaningful, the OPCC will ensure that consultations provide enough information to ensure that those consulted understand the issues and can give informed responses. Adequate time for responses will be provided and consultations will be undertaken in a manner which best suits the purpose and target audience, with targeted work where appropriate to capture underrepresented voices.

Primary mechanisms for achieving this include:-

- **Public surveys** examining their views on policing and community safety issues. A range of these already take place, such as the Crime Survey of England and Wales, alongside bespoke surveys that could be carried out by the OPCC or the force. These will inform the development and continuous review of the Police and Crime Plan. The OPCC will work with Warwickshire Police and local partners to ensure public consultation is appropriate, timely and wide reaching;
- **An annual precept consultation** seeking the views of the public and engaging stakeholders on setting the precept and police budget;
- **Working with our partner organisations** to consult on specific issues or themes as appropriate and maximise our reach by utilising partner’s existing networks as appropriate;
- **Influencing Warwickshire Police’s consultations** to ensure they assist in informing and delivering the Police and Crime Plan for Warwickshire;
- **Relevant national and regional surveys.** Where possible and practical we will seek to extract Warwickshire data sets and appropriately use them to inform the delivery of the Police and Crime Plan.

⁶ Audit Commission (1999) *Listen Up: Effective Community Consultation*

As a result of these activities, the Commissioner aims to:-

- Be better informed of the issues that affect Warwickshire residents and businesses;
- Measure how well or not the police and partners are addressing the priorities of the Police and Crime Plan;
- Understand the public's views on the level of the police precept (the portion of local council tax which pays for policing services) prior to setting the budget for Warwickshire Police each year;
- Evidence the need for service continuation, redesign or new service provision;
- Publish the outcomes and impact of consultations.

The Commissioner will hold the Chief Constable to account in ensuring Warwickshire Police:-

- Is appropriately contacting victims of crime and using their feedback to deliver improvements to service delivery;
- Continues to deliver the survey for victims of domestic abuse and rape;
- Takes into account public confidence in policing
- Continues to consult local residents on the issues that affect their community and uses this feedback to inform strategies for policing local areas;

Areas of focus for OPCC during 2018/19:-

1. Delivery of consultations on the Police Precept for 2019/20 and business crime;
2. Analyse the results of the business crime survey and use the data to drive local work around the identified issues and to tackle business crime.

4.3. Involving and empowering communities and key stakeholders

The Commissioner is committed to involving communities and service users in shaping local services and putting their voices at the heart of delivery. By empowering and enabling citizens to take action, together we can make our streets, homes and businesses safer.

Community engagement is a two-way process which involves residents in making decisions that can lead to improvements in the quality of their life and allow them to take part in shaping the places they live in. They are able to gain greater knowledge of the relevant issues, discuss different options and contribute ideas. Residents can also suggest some solutions for tackling problems faced by the community, such as crime, or developing responsive services.

The Commissioner's approach will be to engage widely with all sections of the community across Warwickshire. He will attend a wide variety of community events, meetings and partnership days where he will be accessible to the group and individuals. The OPCC will also develop dedicated public engagement opportunities which will be published through the website and social media.

The Commissioner aims to work with an existing established group/s to gather feedback from the public. The group/s will have representation from a wide variety of communities, including under-represented groups and those whose voices are seldom heard. Group members will help the commissioner to examine a range of different topic areas to formulate feedback and input into the delivery of the Police and Crime Plan.

Through a programme of police base visits, the Commissioner will also engage with officers, staff and volunteers at all levels and ranks. The promoted visits allow questions and issues to be raised with the Commissioner and ensure he is a familiar face within the force. Where appropriate, the staff and officer feedback will be discussed with the Chief Constable at his weekly meeting with the Commissioner and the outcome published and fed back to officers and staff.

The Commissioner will use his grants scheme to encourage partnership working with the third and voluntary sector. The aim will be to deliver programmes which support the aims and ambitions of the Police and Crime Plan, delivering improvements to policing, community safety, support services for victims or to the wider criminal justice system.

He will also continue to encourage direct community participation through his funded rural, business and cyber-crime co-ordinators and support for Warwickshire Police's delivery of the Citizens' Academy programme, Police Support Volunteers and the Special Constabulary.

Primary mechanisms for achieving this include:-

- **independent scrutiny roles:** Independent Custody Visitor Scheme, Independent Trust, Integrity and Ethics Committee, Hate Incident Partnerships;
- **resident and service user reference groups:** Citizens' Panel, Citizens' Academies, Independent Advisory Groups (IAGs), Mystery Shoppers;
- **grants:** Commissioner's Grants Scheme, Victim's Support Grant, Ministry of Justice funding;
- **volunteering roles:** Police Cadets, Police Support Volunteers, Special Constabulary;
- **youth inclusion:** Youth Parliament, Children in Care Council, police youth inclusion teams;
- **direct engagement:** monthly engagement opportunities for the public, attending community events, meetings, police and partnership days;
- **partnership working:** e.g. blue lights services, local authorities, community safety partnerships, criminal justice agencies;
- **events, seminars and conferences:** working with key partners to deliver targeted events, seminars and conferences aimed at raising awareness, discussing current issues and developing action plans to address them.

As a result of these activities, the Commissioner aims to:-

- raise public awareness and understanding of volunteering roles and continue to increase the take up of Cadets, Special Constables and apprentice opportunities within the police;
- explore new ways of involving under-represented groups and those seldom heard;
- continue to support and engage with the Youth Parliament and Children in Care Council;
- through provision of grant funding and commissioned services, promote community action in delivering the ambitions of the Police and Crime Plan;
- promote and support improvements in the sustainability of schemes such as Neighbourhood Watch and Street Pastors;
- develop a Mystery Shopper programme to explore new ways of involving local people in scrutinising policing;
- continue to build on partnership working with the third and voluntary sector and other stakeholders;
- attend a wide variety of community events, meetings and partnership days where he will be accessible to the group and individuals⁷;

⁷ The Commissioner wants to engage with the public in a wide variety of forums. If you would like Mr Secombe to speak about his role or specific local issues relating to policing at your group or organisation, please email the office at opcc@warwickshire.gov.uk. While we cannot guarantee he will be able to attend every event due to his many work commitments, we will make every effort to see if it is possible. If not, we will work with you to answer any specific questions your group or organisation may have.

- Ensuring communities have access to the information and advice they need to be safe and feel safe;

The Commissioner will hold the Chief Constable to account in ensuring Warwickshire Police:-

- Is accessible to the public through a range of mechanisms including 101, email, surgeries and online reporting;
- Empowers communities to tackle neighbourhood problems through local meetings and surgeries.
- Promotes and delivers the Police Cadets and Citizens' Academy schemes to all sectors of the community;
- Promotes and encourages opportunities for Police Support Volunteers across all appropriate areas of policing;
- Develops effective engagement with targeted groups within our community;
- Makes use of IAGs, feedback from communities and key stakeholders to drive forward improvements in service delivery.

Areas of focus for OPCC during 2018/19:-

1. Explore and develop opportunities with existing group/s to provide the PCC with feedback and input on a range of relevant topic areas, while ensuring the views of under-represented groups and the seldom heard groups are included;
2. Establishing and promoting dedicated engagement opportunities for the Commissioner;
3. Continuing to organise regular engagement days at police stations and bases, enabling the Commissioner to meet officers, staff and partners;
4. Monitor the Commissioner's Grants Scheme for 2018/19 and develop, engage and build a market place for commissioned support services addressing the needs of:
 - victims,
 - drug and alcohol criminal justice clients,
 - sexual violence,
 - child sexual exploitation.

5. Measures of success

A range of measures have been identified which provide an indication of the extent to which activity to inform, consult and involve local communities is helping to deliver the Commissioner's vision of safer communities and improved trust and confidence in policing. These include:-

- **OPCC consultations and surveys**

The baseline data from the consultation on the Police and Crime Plan provide a range of measures relating to policing activity, while additional survey work can be undertaken to chart public confidence in key areas of work. As an example, the regional cyber-crime survey provides additional data on this specific topic area. Ensuring statistically relevant numbers of respondents from Warwickshire will be key in all consultations and surveys.

- **Warwickshire Police consultations**

The force surveys victims of crime – and in particular victims of rape and domestic abuse - as well as an annual health and well-being survey of its workforce. Again, ensuring that statistically relevant numbers of respondents are achieved will be key.

- **Other consultation data**

The Crime Survey for England and Wales (CSEW) provides data at a national level on attitudes towards policing and community safety, as well as general awareness of the role and work of PCCs. Data on whether the police and local authorities, broken down by force area, are also available from the CSEW. Partner consultations and the work of the Warwickshire Observatory will also need to be taken into consideration.

- **Media coverage**

The amount and tone of the media coverage achieved for the OPCC and the Commissioner's work is measured, with the aim of increasing the number of proactive media releases which achieve positive coverage on radio, television and in print. Measures will be developed to examine the subsequent impact of coverage on social media.

- **Social media growth**

As well as measuring the growth of the OPCC social media channels, data is available to show the impact of each posting. Increasing the numbers of views, shares, likes and the overall reach of our content on social media must be the ambition. Equally, increasing the amount of engagement achieved through our social media channels is a priority.

- **Website growth**

The OPCC website is a 'shop window' for the work of the Commissioner and a range of metrics is available to track progress. Increasing the number of visitors and the numbers of pages each user visits will be a priority, as well ensuring that the site's design takes account of the increasing number of users who only ever access via a mobile device.

- **Direct engagement**

Levels of direct engagement with the OPCC and the public in terms of correspondence to the office and monitoring of the monthly engagement opportunities, including data such as the number of meetings/ events, their locations, the types of communities present, the questions / issues raised and subsequent action taken. Similar data can be gathered from engagements with police officers and staff.

- **Reference groups**

The success of the Citizens' Panels could be measured by the numbers of volunteers who are active on the group, the topic areas discussed and how their feedback influences policies or practices.

- **Grants scheme**

The Commissioner's grants scheme enables a wide range of services to be delivered by statutory, third and volunteer sector providers. The number of grant recipients, the outcomes of the individual grants and the impact the services have for the users will be monitored quarterly to ensure the delivery of key outcomes.

Performance against these measures will be monitored through the main delivery plan for the Warwickshire Police and Crime Plan.

This strategy will also be reviewed annually in order to take in new developments and to ensure that it continues to be fit-for-purpose.

6. Acknowledgements

We would like to acknowledge the Nottinghamshire Police and Crime Commissioner's *Consultation, Engagement and Community Involvement Strategy 2016-2020*, Chelmsford City Council's *Consultation and Engagement Strategy 2014*, the Durham Police and Crime Commissioner's *Communications & Community Engagement Strategy 2012-16* and the College of Policing's *Authorised Professional Practice for Engagement and Communication*, which have all proved useful references in developing this strategy.

Warwickshire Police and Crime Panel

19 March 2018

Report of the Planning and Performance Working Group

Recommendations

That the Warwickshire Police and Crime Panel:

- (1) Considers the minutes of the Planning and Performance Working Group meeting held on 15 February 2018 (Appendix A).
- (2) Notes the Working Groups request for a briefing on the new Alliance Policing Model at the Panel meeting on 19 March 2018.
- (3) Is recommended to add the Alliance Transformation Programme to the Work Programme as an item to be timetabled.

1.0 Recent Activity of the Working Group

2.0 Quarter 3 Force Performance Report

- 2.1 The Police and Crime Panel have delegated responsibility for analysing the latest performance reports from Warwickshire Police to the Working Group. This is done in order to identify any key issues to raise with the PCC at future Panel meetings. The Working Group reviewed the performance summary, together with the questions put to the force by the PCC's office and the responses given, and made the following observations/suggestions:
- 2.2 The Working Group heard that the implementation of Athena had caused several issues for the Force that needed to be worked through, including problems with recording certain crimes. This meant that a number of crime categories were significantly under reporting. It would take some time to return to a consistent level of accurate recording. To date, 9 forces had gone live with the Athena system, all of which were experiencing challenges with the change in system.
- 2.3 The Working Group heard that the majority of hate crimes were racially driven, and requested more information on how often these crimes were committed via social media. It was noted that hate crime victim satisfaction was high.
- 2.4 The Essex PCC had now taken over responsibility for Fire and Rescue Services, and several other PCCs were being considered by the Home Office, including for West Mercia. A Police Fire and Crime Commissioner in West Mercia would have an impact on the Force's Enabling Services department, but this would be managed.

- 2.5 The Working Group heard that £40 of the money paid for driver awareness courses was returned to the Force for ring-fenced spending on road enforcement. This had provided in the region of £1m that was held in reserve. The OPCC would be looking in more detail at how this money could be spent.
- 2.6 The quality of files submitted to the Crown Prosecution Service was also discussed, and there was a need for the Force to improve. Many of the quality issues were associated with officer use of Athena.
- 3.0 HMICFRS Police Efficiency Report 2017
- 3.1 The OPCC agreed to report back to the Working Group on the actions identified in the PCC's response to the HMICFRS Efficiency Report in 12 Months (February 2019).
- 3.2 The Working Group noted that the report identified a need for improvements in the transfer of investigations. This related to the transfer from local policing teams to the investigative unit, and ensuring that cases were handed over to people with the right skills.
- 4.0 HMICFRS Police Legitimacy Report 2017
- 4.1 The HMICFRS report raised areas for improvement in the use of stop and search. However, the Force was recently readmitted into the best use of stop and search scheme, and were identified as a case for national best practice. The OPCC believed the report did not provide a fair reflection of how stop and search was being used.
- 4.2 The Working Group requested that when the PCC's response to the Legitimacy Report was available, that it be placed on the next available Working Group agenda.
- 5.0 Complaints
- 5.1 The Working Group agreed that it would continue to monitor the number of complaints made and upheld against the Force. They would decide at their next meeting whether there was a need to invite a member of staff from the Professional Standards Department to attend the Working Group.
- 5.2 The Working Group heard that the PCC would be looking to take on the appeals stage of complaints against the Force, in line with the requirements of the Police and Crime Act 2017, but this would not happen until 2019.
- 6.0 Work programme
- 6.1 The Working Group requested that the Panel receive a briefing on the new Alliance Policing Model at their meeting on 19 March 2018. It would be beneficial to understand what involvement the PCC had with the Policing Model, and how he would monitor its impact. The Working Group also agreed to recommend that the transformation programme be added to the Work Programme as an item to be timetabled.

6.0 Next Meeting

The next meeting of the Working Group is scheduled for Thursday 17 May 2018 at 10am.

Appendices

Appendix A – Planning and Performance Working Group minutes 15 February 2018

Background Papers:

None.

	Name	Contact Information
Report Author	Stefan Robinson	stefanrobinson@warwickshire.gov.uk
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**Minutes of the Police and Crime Panel
Planning and Performance Working Group held on 15 February 2018**

Present:

Members of the Working Group

Councillor Neil Dirveiks

Councillor Nicola Davies

Bob Malloy (Chair of the Working Group)

Warwickshire County Council

Stefan Robinson, Senior Democratic Services Officer

Office of the Police and Crime Commissioner

Rebecca Parsons, Policy and Research Officer

Neil Hewison, Chief Executive

1. General

The Panel were informed that in addition to Stefan Robinson leaving Warwickshire County Council, Rebecca Parsons would also be leaving the Office of The Police and Crime Commissioner (OPCC) to take up a new role with West Midlands Police on 9 March 2018. All present offered their congratulations and thanks to Rebecca for her hard work in supporting the Panel and the work of the PCC.

(1) Apologies

Apologies were received on behalf of Andy Davis. Andy submitted a list of comments and questions in advance of the meeting which were discussed by the Working Group as set out in these minutes.

(2) Disclosures of interest

None

(3) Minutes of the meeting held on 16 November 2017

With reference to the minutes, Bob Malloy asked whether the OPCC had checked with the Victim Management Unit that all Domestic Abuse cases were being followed up. Rebecca Parsons explained that this was taking place. The Chief Constable was also doing roadshows within the Force to emphasize the importance of follow up contact with victims.

The Working Group approved the minutes of the previous meeting as a correct record.

(4) Working Group Action Log

Andy Davis had submitted a comment to the meeting concerning the request made for the challenges of future policing to be better communicated to the public. He suggested that the information was available for the public online

and in Panel reports, but that it was not presented in a way that engages with them. There was a need for a clearer, open, and more transparent way of accessing this information, and 'telling the story' around the challenges facing policing in Warwickshire. This would support more informed responses to consultations, he suggested. Neil Hewison said that more work could be done to raise the profile of the challenges facing the Force, but time was needed to discuss the approach to this within the OPCC.

In relation to the letter sent by the Panel to the PCC supporting his precept rise, Neil Hewison explained that the aim was to respond to the Panel by 1 March 2018. However, this could be delayed because of the PCC's availability and work to be done with the Force in finalising the response in relation to officer numbers.

In relation to the number of complaints made and upheld against the Force, the group agreed to consider the issue later in the meeting, and at the next meeting. They would then decide whether it would be valuable to invite a member of the Professional Standards Department to attend.

Neil Hewison explained that the OPCC website was due to be refreshed, and that the Gifts and Hospitality Register would be updated at a similar time.

2. Quarter 3 Force Performance Report

Neil Hewison explained that the implementation of Athena had caused several issues for the Force that needed to be worked through. He said Athena was a once in a generation system that merged previous systems including; case management, custody, intelligence and crime systems. To date, a consortium of 9 forces had gone live with the system.

There was a significant reduction in the recording of some crime types within the performance management report, and the Working Group was advised that this was not accurate. The Performance Team had advised that the data did not reflect the current situation, and the inaccuracies were due to the implementation of Athena. Instead, there was an understanding that crime was continuing to rise in some areas. It could be several months before the Force gets back to a position of stable recording, as officers become more familiar with the new system.

Neil Hewison said some of the issues with the system were challenges for the Force. However, these were being addressed at a senior level. In response to questions, he explained that other forces were having similar issues with the system, but some matters were local to Warwickshire.

The Working Group noted that confidence in local policing was good. In response to questions, Rebecca Parsons explained that accessibility and visibility were key variables that affected confidence. Neil Hewison added that continued good work from the Victim Management Unit was likely to promote public confidence. Councillor Davies said that a reduction in repeat victims would provide a good measure of whether victim follow up was reducing the risk posed to victims.

In relation to Hate Crime, Andy Davis had submitted a comment. He asked what the majority of hate crimes were based on. Neil confirmed that most of hate crimes were racially driven. In response to questions, Neil said he would check what proportion of hate crimes were committed through social media.

Bob Malloy commented that the distinction between a hate driven crime is often not clear, and highlighted several cases as examples. Neil Hewison said that every hate crime case was scrutinised in detail and there was a robust victim management process in place. Victim satisfaction in this area had been high recently since a greater focus had been placed on the issue.

Bob Malloy asked how recently Fire and Rescue staff were assisting in searches for missing persons. Neil Hewison explained that this was a relatively new initiative, and they were called upon to help search for the most vulnerable people. The Blue Light Collaboration Group was looking to build on this type of collaborative work, and a number of other initiatives were being considered.

In response to questions about PCC's taking on responsibility for the Fire and Rescue Service, Neil Hewison explained that Essex were the first to take on the responsibility. Proposals by several other PCCs were being considered by the Home Office, including for West Mercia. Bob Malloy asked if the West Mercia proposal would affect Warwickshire Police. Neil Hewison explained that it would affect accounting matters and the Enabling Services department, but this would be managed. Councillor Davies said that blue light collaboration would be something for the Panel to consider at a future meeting.

Bob Malloy said the Force did not fully answer the question posed by the OPCC regarding road safety, which asked whether the resources put into road policing over the Christmas period was comparable to the previous year. Neil Hewison said in 2018 the Force would undertake unannounced road enforcement initiatives. This was in response to a concern that drivers altered their behaviour when they knew enforcement initiatives were taking place.

Neil Hewison explained that the OPCC had allocated greater resource to looking at road enforcement activity. Recently, it became clear that £40 of the money paid for driver awareness courses was returned to the Force for ring-fenced spending on road enforcement. This had provided in the region of £1m that was held in reserve. The OPCC would be looking in more detail at how this money could be spent. It was highlighted that there was a recent Speedwatch meeting which the PCC attended that received positive feedback. Neil Hewison added that increasing congestion and the HS2 development would likely increase the risk taking behaviours of drivers in the coming years.

Councillor Davies suggested that the PCC had a role to coordinate the response to these challenges, and said the issue was scheduled for the June Panel meeting. Councillor Dirveiks said that the Chief Constable of Leicestershire was recently tasked with looking at the affect that motorway diversions onto the A5 were having on collision numbers.

In response to questions, Neil Hewison explained that burglary continued to rise, despite the fall in recording. He said the OPCC monitored this on a daily basis and there were many arrests and local successes in tackling the issue. Spree offenders had the potential to affect the level of reporting for the whole county. Recently, car key burglaries were becoming more prominent. The group also discussed the perception of crime when street lights were turned off, but it was clarified that there was no evidence to show that crime increases when street lights are switched off.

Bob Malloy asked about a new section in the performance report focussing on file submission quality to the Crown Prosecution Service (CPS). Neil Hewison said that Athena had a case preparation module that officers submitted their files through, and the Force was aware that it needed to improve its file quality. Many of the quality issues were associated with officer use of Athena, rather than with Athena itself. It was clarified that the quality of file submissions did not have a detrimental impact on prosecutions.

3. HMICFRS Police Efficiency Report 2017

In response to a question submitted by Andy Davis, Neil Hewison said the OPCC could report back to the Working Group on the actions identified in the PCC's response to the HMICFRS Efficiency Report in 12 Months. Rebecca Parsons added that a working group was established to review the actions taken in relation to HMICFRS reports on a quarterly basis.

Bob Malloy sought clarity on what was meant by the need for improvements in the transfer of investigations, as stated in the report. Neil Hewison said this related to the transfer from local policing teams to the investigative unit, and ensuring that cases were handed over to people with the right skills. Referring to the report, Bob also sought clarity on how the Fire and Rescue Service dealt with calls from people expressing concern about the safety of people in their own home. Rebecca Parsons explained that missing persons cases would be forwarded to the Fire and Rescue Service for support, but it was not clear what the statement in the report was referring to.

4. HMICFRS Police Legitimacy Report 2017

Bob Malloy questioned why the pilot of having an NHS trained member of staff in the call centre was not continued if HMICFRS provided such positive feedback. Rebecca Parsons explained that the internal review of the post was inconclusive.

Andy Davis submitted a question asking whether any peer review work could be undertaken to improve the Force's approach to stop and search. Rebecca Parsons explained that Warwickshire was readmitted to the best use of stop and search scheme recently, and that it had been identified as a case for national best practice. She believed the description provided in the report was not a fair reflection of how stop and search was being used.

The Working Group noted that between 2013 and 2017, there was a significant improvement in the proportion of stop and searches being

processed correctly. Councillor Davies highlighted that the suspected item was found in over a third of cases. In response to questions, Rebecca Parsons clarified that HMICFRS carried out desktop data reviews, as well as interviews with staff and officers.

In response to questions, Neil Hewison explained that the use of Body Worn Video had improved the speed in which complaints were resolved, and he understood that these cameras were used during stop and search activities.

The Working Group noted Andy Davis' comments concerning the Mayor of the West Midlands Combined Authority's Leadership Commission, and its role in scrutinising the diversity of leadership in the region. Andy said there may be some useful learning points for the Force as a result of this work. Bob Malloy requested that when the PCC's response to the Legitimacy Report is available, that it be placed on the next available Working Group agenda.

5. Complaints

Bob Malloy highlighted that there was an action in the Legitimacy Report for the Force to provide assistance to those who may struggle to make complaints. He said that there was still a need to review the number of complaints that were upheld against the Force. Neil Hewison offered to ask the Professional Standards Department to present to the Panel on complaints. The Working Group agreed to schedule this only after it had considered another set of quarterly data on complaints.

Neil Hewison explained that the PCC would be looking to take on the appeals stage of complaints against the Force, in line with the requirements of the Police and Crime Act 2017, but this would not happen until 2019. Rebecca Parsons reported that there were still delays with the national complaint form going live because of issues with the website.

6. Police and Crime Panel Work Programme 2018/19

Councillor Davies highlighted that the use of the Forces estates would be added to the Panel's work programme in line with the discussion had at the last Panel meeting. The Working Group requested that the Panel receive a briefing on the new Alliance Policing Model at their meeting on 19 March 2018. It would be beneficial to understand what involvement the PCC had with the Policing Model, and how he would monitor its impact. Neil Hewison said he would look at whether this could be done for the Panel's next meeting. The Working Group also agreed to add the transformation programme to the Panel's work programme as an item to be tabled.

7. Dates of Future Meetings

The next meeting would be held on Thursday 17 May 2018 at 10am. Further dates would be scheduled following the reappointment of the Working Group at the meeting on 21 June 2018.

Warwickshire Police and Crime Panel

19 March 2018

Report of the Budget Working Group

Recommendations

That the Warwickshire Police and Crime Panel:

- 1) Considers the minutes of the Budget Working Group meeting in respect of the Quarter 3 Finance Report

1.0 Recent Activity of the Working Group

- 1.1 The Warwickshire Police and Crime Panel has agreed to delegate quarterly monitoring in respect of the Police and Crime Commissioner's budget to the Budget Working Group. A quarterly meeting of the Budget Working Group was held on 22 February 2018.
- 1.2 The Working Group heard that there had been a number of savings decisions in June 2017 which sought to militate against the expectation of a reduction in funding for 2018/19. The main decision was to freeze recruitment to allow for a natural decline in officer numbers as they voluntarily retire, in anticipation of a reduced pay budget in 2018/19. The result of this was an underspend forecasted at £2.079m on Police Officer pay.
- 1.3 The Working Group discussed Police Officer overtime, and requested further information on the reasons for overtime claims. For example, was overtime being paid to cover absences. There was concern that too much overtime had the potential to negatively affect staff wellbeing.
- 1.4 The issue of retaining income from speeding fines and speeding awareness courses was also raised, as it was at the Planning and Performance Working Group. The Group heard that new arrangements had been deployed for the retention and spending of this money on road safety measures. The group have asked for an update on this at their next meeting.
- 1.5 The Working Group also noted capital slippage in the delivery of ICT projects, the Operational Command Centre, SAABSafe and telephony. However, the amount of slippage was considered better than in previous years.
- 1.6 The Working Group also noted a decline in the uptake of pensions, particularly among new recruits.

2.0 Police Officer Numbers

- 2.1 The Working Group discussed the issue of police officer numbers, and the recent precept consultation. Many of the issues raised at the Panel meeting on 1 February 2018 were reiterated again here. The Group heard that the cost of employing an experienced officer or transferee was in the region of £54,000 a year, whereas new recruits costed in the region of £35,000. Because of this difference in pay, it made it difficult to accurately predict the number of officers that could be recruited on the basis of a £12 precept rise per Band D property.
- 2.2 The Working Group made several requests for clarity around Police Officer numbers. The group agreed to wait for the PCC's response to the Panel's letter, which they understood would answer many of their questions. The full details of the discussion on Police Officer numbers can be found in the attached minutes (Appendix A).

3.0 Future Meetings

- 3.1 The future meetings of the Budget Working Group are in the process of being scheduled.

Appendices:

Appendix A – Budget Working Group minutes, 22 February 2018.

Background Papers:

None.

	Name	Contact details
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**Minutes of the Police and Crime Panel – Budget Working Group
held on 22 February 2018**

Present:

Members of the Working Group

Councillor Gwynne Pomfrett

Councillor Adrian Warwick

Councillor Nicola Davies

Councillor Richard Chattaway

Warwickshire County Council

Stefan Robinson, Senior Democratic Services Officer

Office of the Police and Crime Commissioner

Elizabeth Hall, Treasurer

1. General

(1) Apologies

Apologies for absence were received on behalf of Virginia Rennie, Strategic Finance Manager at Warwickshire County Council.

(2) Disclosures of Pecuniary and Non-Pecuniary Interests

There were no disclosures of interest

(3) Minutes of the previous meeting held on 21 November 2017

The minutes of the previous meeting were agreed as a correct record.

2. Money Matters – Quarter 3 Finance Report

The Working Group requested that their thanks be passed to Heather Costello, the retiring Force Director of Finance, for providing the group with reports over the years.

Elizabeth Hall, Treasurer to the Office of the Police and Crime Commissioner (OPCC), was invited to provide a summary of the report. She explained that the Money Matters Report had been provided to the Alliance Governance Group on 17 January to help inform the budget setting process.

There had been a number of savings decisions in June 2017 which sought to militate against the expectation of a reduction in funding for 2018/19. The main decision was to freeze recruitment to allow for a natural decline in officer

numbers as they voluntarily retire, in anticipation of a reduced pay budget in 2018/19. The result of this was an underspend forecasted at £2.079m on Police Officer pay.

Elizabeth explained that Warwickshire was forecast to spend £97.374m against an income (net budget requirement) of £91.062m. This would require a draw-down of reserves totalling £6.312m, a decrease of £0.452m against the original budget.

Councillor Warwick said he was surprised to see less Police Officers participating in the pension scheme, and noted that this had reduced employer contributions by approximately £0.400m. Elizabeth said that younger officers may be dissuaded from joining the pension scheme because they are prioritising their income for their housing needs. Elizabeth also said that once officers reached their maximum contributions, they stopped paying into the scheme.

Councillor Chattaway asked to receive more information on the average number of hours police officers were working, including overtime. He also asked to receive detail on how overtime was being used, such as the amount of overtime used to cover absences and in dealing with major incidents. Councillor Davies suggested that the demand for overtime had the potential to have a detrimental impact on staff and officer wellbeing.

Elizabeth explained that there had been a £0.683m overspend on overtime attributed to the implementation of Athena. Various major incidents had also increased the demand for officer overtime. Councillor Pomfrett asked to receive information on the amount of overtime committed to major incidents, and whether overtime was paid for follow up matters after the incident. Elizabeth said she would look into this.

Elizabeth explained that there was a forecasted underspend of £1.682m on police staff pay for 2017/18, but the forecast did not yet include the police staff pay award. This would reduce the underspend by approximately £0.25m.

Councillor Chattaway asked about the projections for PCSO leavers during the year. Elizabeth explained that there were 30 projected to leave in 2017/18 across the Alliance, but she did not have the figures for Warwickshire. This reduction was in part due to the freeze on recruitment. Councillor Chattaway asked for more information on the number of PCSO posts that would be recruited for in 2018/19. Elizabeth said she would report back on the numbers at the next meeting.

In relation to income, there was a forecasted overspend of £1.066m. Elizabeth said the income budget covered a range of fees, charges, grants and reimbursements. Because of the unpredictability around income, a significant budget of £2m against mutual aid had been allocated. There had been a lower than expected level of calls for mutual aid, meaning the projected income was not realised.

Elizabeth explained that the Money Matters Report would now include information on the transformation programme. In response to questions from Councillor Chattaway, she clarified that the £3,083m savings forecast for local policing in 2017/18 in the report was not accurate, and that Athena was operating within budget.

Councillor Chattaway raised the issue of the funding received by Warwickshire County Council and Warwickshire Police from speeding fines. Councillor Davies said this was an issue that the Planning and Performance Working Group had considered at their last meeting. Elizabeth explained that the Force received a portion of the money collected from speeding fines. New arrangements had recently been deployed for the retention and spending of this money on road safety measures. Elizabeth said she would provide an update for the Working Group at their next meeting.

Councillor Warwick expressed concerns over underspends in the capital programme, which Elizabeth said was due to slippage in the delivery of ICT projects, the Operational Command Centre, SAABSafe and telephony. This slippage however represented an improvement on previous years. Cash balances were also high which meant that there was no need for borrowing in 2017/18.

Police Officer Numbers

Elizabeth offered to provide the working group with an update in relation to the Police and Crime Panel's letter to the PCC on 7 February 2018 concerning his precept proposal. Specifically, she sought to address some of the questions raised about police officer numbers.

Elizabeth said there was a short timeframe in which to devise a new budget proposal, following the announcement made by the Home Office on 19 December 2017 to grant greater flexibility on the level of precept PCC's could raise. She said the cost of employing an experienced officer or transferee was in the region of £54,000 a year, whereas new recruits costed in the region of £35,000. After an initial consultation with the Chief Constable about the impact of raising the precept by £12 per Band D property, based on a worst case scenario of recruiting only experienced officers only (i.e the most expensive

option), the PCC understood that he would be able to retain 33 Police Officers. This is the number of Police Officers that could have been retained had the Force been needed to pay £54,000 for each officer.

However, after the public consultation had opened, the PCC asked the Chief Constable to take another look at how many Police Officers could be retained. The number of police officers expected to be retained then increased to approximately 50, based on a revised calculation of recruiting both a mix of new and experienced officers. This would reduce the average pay spend on a single Police Officer, therefore increasing the number that could be retained. This number would change however according to the split of experienced and new officers recruited.

Elizabeth explained that there was a significant challenge for the Force in terms of the speed at which recruitment could be undertaken and posts filled. She said that all PCCs nationally had raised the precept, meaning that they too were looking to recruit more officers. In turn, this unforeseen increase in recruitment had placed a high level of demand on the College of Policing, who assess new recruits, before they can proceed to training. The College of Policing was working to bring forward additional assessment dates to cope with this demand. However, by the end of 2018/19, it was hoped that the Force would have recruited its desired number of Police Officers.

Councillor Chattaway explained that the Home Office stated that Warwickshire Police had 855 officers in September 2015. He asked that that Working Group be provided with information on how many Police Officers were employed by Warwickshire Police and trend information to show any changes over the past few years.

Elizabeth explained that she was working with the OPCC to support the PCCs response to the Panel's letter. The response would take account of the questions raised by the Panel in relation to Police Officer numbers. Members reiterated their concern that the consultation could have been clearer in explaining the impact of a precept rise on Police Officer numbers.

Councillor Warwick said it would be useful to receive information on how many officers Warwickshire Police would be recruiting over 2018/19, and how many were projected to leave over the same period. Councillor Pomfrett added that if the Panel could understand the target recruitment figure, then they would be able to monitor the issue throughout the year.

The Working Group requested that the PCC's response to the Panel's letter regarding the precept be placed on the agenda for the Panel meeting on 19 March 2018.

3. Date of future meetings

Elizabeth advised that the next outturn report would be available in June 2018, and that a meeting could be scheduled once the publication date was clear. She would liaise with the Panel's support officer to secure a new date. The Working Group requested that an annual calendar of meeting dates be established.

The Working Group wished to record their thanks to Stefan Robinson, Senior Democratic Services Officer, for his support to the group as he moved to a new role at Oxford City Council in March 2018.

The meeting closed at 11:15am.

Warwickshire Police and Crime Panel

19 March 2018

Work Programme 2018/19

Recommendation

That the Warwickshire Police and Crime Panel:

- 1) Considers the updated work programme for 2018/19.

1.0 Work Programme

- 1.1 The work programme is a live document which will be updated following each meeting. Items may be deferred or added to the Work Programme as considered necessary and agreed by the Chair of the Panel. A copy of the current work programme is attached at Appendix A.
- 1.2 Proper work programming will enable the panel to manage its time and resources effectively. The Panel will need to strike a balance between fulfilling its statutory duties, conducting any in-year reviews, and allowing space in the work programme for any reactive and responsive scrutiny. This means that shortlisting and programming items should be done on a strict prioritised basis to ensure that any work is fully resourced. To ensure timely work programming, the Panel should engage with the Commissioner and his office to ensure that there is no duplication of work, and to provide up to date background information about areas of potential enquiry.

2.0 Recommendations and Action Plan

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

3.0 Liaison with West Mercia Police and Crime Panel

- 3.1 In 2011, Warwickshire Police entered into a Strategic Alliance with West Mercia Police, working together but retaining their own identities. Below the rank of Deputy Chief Constable, the functions of both police forces are combined in the Alliance. Therefore, the Panel may find it useful to keep abreast of the West Mercia Police and Crime Panel Work Programme and liaise accordingly. The last meeting between the Chairs of the Warwickshire and West Mercia Panels was on 6 November 2017. At the West Mercia Panel meeting on 6 February, the Panel agreed to support the PCC's precept proposal of a 3.94% increase. The Panel also recently considered the following:

- Scrutiny of the Sale of Registration Plate AB1;
- Police and Crime Plan Activity Monitoring;
- HMICFRS Report on the Police Response to Domestic Abuse;
- The work that the PCC engages in outside of policing.

4.0 Recent changes to the Work Programme

4.1 The Office of the Police and Crime Commissioner has made contact with the Force to reschedule their attendance at the Police and Crime Panel to present on the use of Body Work Video. This will be programmed for the Panel in line with officer availability. The Police estate has also been added to the Panels work programme, along with the transformation programme as items to be timetables.

Appendices:

Appendix A – Work Programme 2018/19

Appendix B – Recommendations and Actions Log 2018/19

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Police and Crime Panel Work Programme 2017/18

Appendix A

Date of next report/update	Item	Report detail	Date of last report
19 March 2018 Stratford DC	The PCC's Consultation and Engagement Strategy	To review what work the PCC has undertaken, and will be undertaking, as part of his Communication and Engagement Strategy to gather the view of the public.	3 February 2017
	The Alliance Policing Model	To receive an update on the implications of the Alliance Policing Model.	30 November 2017
21 June 2018 Shire Hall	Restorative Justice	Requested by the Planning and Performance Working group on 15 August 2017. To receive an update on what Restorative Justice is, how it is being used and the impact this has on reoffending.	N/a
	KSI's on Warwickshire's Roads	Request for an update in on the work the PCC has undertaken to bring together partners to address the rise in KSIs.	30 November 2018
	Police and Crime Commissioner Annual Report	To receive the Police and Crime Commissioner's Annual Report.	7 July 2017
	Police and Crime Panel Annual Report	To receive the Police and Crime Panel's Annual Report.	7 July 2017
20 September 2018	Force Health and Wellbeing	Requested by the Panel on 14 September 2017. To consider an update on in-force health and wellbeing following the next staff survey results.	14 Sept 2017
	HMICFRS Effectiveness Report (or to working group)	HMICFRS Report to be published on 22 March. PCC response to the report due in June 2018.	N/a
Standing items*	Complaints	To consider any complaints against the PCC, taking account of the Complaints Protocol (verbal update).	14 Sept 2017
	Report of Working Groups (Following a meeting of a Working Group)	The Panel has delegated quarterly budget monitoring to the Budget Working Group, which will report its findings and minutes to each relevant PCP meeting. The Panel has delegated scrutiny of the Police and Crime Delivery Plan and Force Performance to the Planning and Performance Working Group, to identify key issues for Panel enquiry.	14 Sept 2017
	Work Programme	To consider and review the Panel's work programme.	14 Sept 2017
	Report of the Police and Crime Commissioner	To hold the PCC to account for the delivery of the Police and Crime Plan and to: <ul style="list-style-type: none"> • Review progress updates in the implementation of the Police and Crime Plan. • Consider recent work of the PCC, including activities / decisions taken since the last meeting and engagement with national/regional policing initiatives. 	14 Sept 2017
Items to be Timetabled			
TBC	Police and Crime Act 2017	To receive an update on implications of the Police and Crime Act, concerning complaints and blue light collaboration. The OPCC advise that it would be timely to consider this in 2019.	N/a
Second half of 2018	The Alliance Vulnerability Strategy	At the meeting held on 23 March 2017, the Panel requested that they be provided with an update on the steps taken to measure the performance and outcomes of the Vulnerability Strategy.	23 March 2017
TBC	Body Worn Video Units	Postponed following cancellation at 14 September PCP meeting.	N/a
TBC	The Police Estate	To consider the PCC's approach to managing the Police estate.	N/a
TBC	Transformation Programme	To consider the PCC's involvement in the Transformation Programme.	N/a

Recommendations and actions in progress				
Date raised by the Panel	Recommendation / Action	Lead Member / Officer	Panel Update	Progress Notes
30 November 2017	The Panel recommended that the PCC takes further steps to engage with the public more widely concerning the challenges the Force faces, the changing nature of crime, and the precept proposal.	PCC		The Panel are due to receive a report on the responses received as part of the precept consultation. The Panel are also recommended to include a review of the PCC's engagement strategy at their meeting on 19 March 2018.
14 September 2017	Request by Councillor Poole to write to the Secretary of State regarding the early release of burglary offenders.	Neil Hewison	30 November 2017	The OPCC agreed to liaise with Councillor Poole at the next Rugby Community Safety Partnership meeting to take this matter forward.
Completed actions from the past 6 months				
Date raised by the Panel	Recommendation / Action	Lead Member / Officer	Panel Update	Progress Notes
1 February 2018	The Panel sent a series of recommendations to the PCC at the precept meeting concerning; Central Government Funding, Consultation and Police Officer Numbers	PCC	19 March	The PCCs response was included for the agenda papers for 19 March Panel meeting.
30 November 2017	Request for an update on the use of Fire and Rescue staff in supporting missing person's investigations.	Neil Hewison		This was discussed at the Planning and Performance Working Group on 15 February.
14 September 2017	Request to circulate a report on the demand for places of safety in Warwickshire.	Helen Earp		Circulated on 15 January 2018
30 November 2017	HMICFRS Inspection reports to be referred to the Planning and Performance Working Group for future meetings.	Stefan Robinson		HMICFRS Efficiency and Legitimacy reports to be reviewed by the Planning and Performance Working Group at their meeting on 15 February 2018.
14 September 2017	Request to provide response to Andy Davis question concerning performance data integrity.	Rebecca Parsons		Circulated 20 September 2017
14 September 2017	The Chair to send a response to the consultation regarding proposals to establish a national association for police and crime panels.	Councillor Davies		Submitted for consideration. At the National PCP conference on 6 November, there was a majority in favour of an LGA led Single Issue Group for national representation. A meeting will be held in March 2018 for all Panel Chair's to discuss final proposals. A report will be brought to the Panel at the appropriate time.