

# Warwickshire Police and Crime Panel

Date: Thursday, 19 September 2019  
Time: 10.30 am  
Venue: Committee Room 2, Shire Hall

## Membership

Councillor David Reilly (Chair)  
Councillor Derek Poole (Vice-Chair)  
Councillor Nicola Davies  
Andy Davis  
Councillor Ian Davison  
Councillor Jenny Fradgley  
Councillor Peter Gilbert  
Bob Malloy  
Councillor Maggie O'Rourke  
Councillor Sarah Whalley-Hoggins  
Councillor Christopher Watkins  
Councillor Andrew Wright

Items on the agenda: -

## 1. General

### (1) Apologies

To receive any apologies from Members of the Panel

### (2) Disclosures of Pecuniary and Non-Pecuniary Interests

### (3) Minutes of the previous meeting

To agree the minutes of the meeting on 20 June 2019 and Confirmation Hearing on 28 August 2019

5 - 18

## 2. Public Question Time

## 3. Police and Crime Commissioner's Report

19 - 96

## 4. Police and Crime Plan 2016 – 2021

97 - 128

## 5. OPCC 2018/19 Annual Report

129 - 188

- |  |               |
|--|---------------|
| <b>6. Road Safety Presentation</b>   | Verbal Report |
| To receive a presentation from Warwickshire Police and The Office of the Police and Crime Commission on Road Safety.   |               |
| <b>7. Police and Crime Panel Working Groups</b>  | 189 - 192     |
| To appoint members to the two working groups. The terms of reference for both groups are attached for information.   |               |
| <b>8. Work Programme</b>   | 193 - 194     |
| <b>9. Reports Containing Confidential or Exempt Information</b>  |               |
| “That members of the public be excluded from the meeting for the items below on the grounds that their presence would involve the disclosure of confidential or exempt information as defined in Paragraph 3 Schedule 12A of the Local Government Act 1972 as amended” |               |
| <b>10. Exempt Minutes - 20 June 2019</b>   | 195 - 196     |
| <b>11. Complaints</b>  |               |
| To consider any complaints received and considered regarding the conduct of the Police and Crime Commissioner.   |               |

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## Disclaimers

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### Disclosures of Pecuniary and Non-Pecuniary Interests

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- 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

The public reports referred to are available on the Warwickshire Web

[www.warwickshire.gov.uk/committee-papers\\_2](http://www.warwickshire.gov.uk/committee-papers_2)

### Public Speaking

Any member of the public who is resident or working in Warwickshire, or who is in receipt of services from the Council, may speak at the meeting for up to three minutes on any matter within the remit of the Committee. This can be in the form of a statement or a question. If you wish to speak please notify Paul Spencer in writing at least two working days before the meeting. You should give your name and address and the subject upon which you wish to speak. Full details of the public speaking scheme are set out in the Council's Standing Orders.

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**Minutes of the meeting of the Warwickshire Police and Crime Panel  
held on 20 June 2019**

**Present:****Members of the Panel**Councillors:

Nicola Davies	Warwickshire County Council
Ian Davison	Warwick District Council
Jenny Fradgley	Warwickshire County Council
Pete Gilbert	Warwickshire County Council
Andy Jenns	Warwickshire County Council
Dave Parsons	Warwickshire County Council
Derek Poole	Rugby Borough Council
David Reilly	North Warwickshire Borough Council
Sarah Whalley-Hoggins	Stratford-on-Avon District Council

Independent Members

Andy Davis  
Bob Malloy

**Also Present**Other Councillors

Neil Dirveiks                      Warwickshire County Council

Office of the Police and Crime Commissioner (OPCC)

Sara Ansell	Head of Finance
Elizabeth Hall	Treasurer
Neil Hewison	Chief Executive
David Patterson	Development and Policy lead (Performance and Scrutiny)
Philip Seccombe	Police and Crime Commissioner
Neil Tipton	Head of Media and Communications

Warwickshire County Council Officers

Tom McColgan	Senior Democratic Services Officer
Jane Pollard	Legal Services Manager
Virginia Rennie	Strategy and Commissioning Manager (Strategic Finance)

**1. Appointment of Chair to the Warwickshire Police and Crime Panel**

Bob Malloy nominated Councillor Dave Reilly to serve as Chair to the Panel for the coming year. Councillor Poole seconded the nomination.

There were no other nominations and Councillor Reilly was elected unanimously as Chair to the Police and Crime Panel for 2019/20.

**2. Appointment of Vice Chair to the Warwickshire Police and Crime Panel**

Councillor Davies nominated Councillor Derek Poole to serve as Vice Chair to the Panel for the coming year. Councillor Gilbert seconded the nomination.

There were no other nominations and Councillor Poole was elected unanimously as Vice Chair to the Police and Crime Panel for 2019/20.

**3. General**

**1) Apologies**

Councillor O'Rourke sent her apologies and Councillor Parsons was in attendance as a substitute. Councillor Wright sent his apologies and Councillor Jenns was in attendance as a substitute. Councillor Watkins sent his apologies.

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

There were none.

**3) Chair's Announcements**

The Chair welcomed the new members to the panel; Councillors Chris Watkins, Ian Davison, Sarah Whalley-Hoggins, Pete Gilbert, Jenny Fradgely, Maggie O'Rourke and Andy Wright. The Chair also gave thanks to the outgoing members; Councillors Mike Brain, Richard Chattaway, Neil Dirveiks, June Tandy, Adrian Warwick, Andrew Thompson and Tony Jefferson.

On behalf of the Panel, the Chair thanked Councillor Davies for her hard work as Chair of the Panel over the previous two municipal years.

**4) Minutes of the previous meeting held on 22 March 2019**

It was noted that there was an error on page three of the minutes.

**Resolved:** That the minutes of the meeting held on 22 March 2019 be confirmed as a correct record and signed by the Chair.

**4. Public Question Time**

There was no public involvement.

**5. Report of the Police and Crime Commissioner**

The Police and Crime Commissioner congratulated the Chair on his appointment and introduced himself to the new panel members.

The Police and Crime Commissioner introduced the report which provided an update on the work undertaken by the Commissioner and his office since the last meeting.

In response to Councillor Poole, the Commissioner stated that new officers were trained in force; first at Leek Wootton for 17 weeks and then shadowing an experienced officer.

In response to Councillor Parsons, the Commissioner stated that by the time an individual began training as an officer they had already gone through a significant vetting and selection process over a course of several months and as a result there was a very low dropout rate for trainees.

Councillor Davison asked if the Commissioner felt that the data provided by the Force in the performance report provided the information he needed to effectively scrutinise the Chief Constable. Councillor Davison noted that the report offered a wide variety of reporting sometimes comparing Warwickshire to similar forces, sometimes to regional neighbours and sometimes to national figures and some metrics were reported annually while others were reported on a monthly basis.

The Commissioner responded that he received both monthly and quarterly performance reports from the Force and the Commissioner stated that he felt it was important to have quantitative evidence to assess police performance by. The Commissioner stated that the nature of Warwickshire Police as a small force meant that it was generally dealing with small figures which without context would give a misleading picture of crime in the county as very small changes could appear significant for example an increase of 1 offence to 2 being reported as doubling of crime. The Commissioner also stated that national and regional statistics helped provide a heads up about what may be coming Warwickshire's way as a lot of criminality in the County was driven by individuals coming out of neighbouring urban areas this was especially true of organised crime.

Councillor Davison asked what the Commissioner felt good police performance looked like; whether the Commissioner was just looking in terms of recorded crimes or at other factors like victim satisfaction or outcomes.

The Commissioner responded that he did not feel it was a simple as tick box system for crime going up or down and that he wanted to understand the challenges facing the force and how they were responding to it. The Commissioner emphasised the dual nature of his role to challenge the Chief Constable and the Force but also to support them which had been particularly important through the termination of the alliance.

In response to Councillor Davison, the Commissioner stated that the Force was in the process of establishing an Assurance, Scrutiny and Improvement group which would give an opportunity to look at what information was being provided in the performance report. The Commissioner also stated that national figures were dominated by the large urban forces and figures taken from the most similar forces group were a more suitable guide for assessing how well Warwickshire Police were performing. Neil Hewison added that there were a number of former police officers in the Commissioner's office with an in-depth understanding of police performance figures.

In response to Councillor Whalley-Hoggins, the Commissioner stated that since October 2018 around 30 transferees from other forces had joined the force and the Chief Constable had recently appointed seven new superintendents of which three were joining Warwickshire Police from other forces. The Commissioner stated that it was important to bring experienced officers in from outside the force not only to help share knowledge and best practice but to provide a replacement to the handful of officers who leave Warwickshire on average every month.

In response to Councillor Fradgley, the Commissioner stated that he agreed it was important for the Force to reflect the diversity of the population it policed. The Commissioner reported that around 5% of police officers were from BAME backgrounds which was less than the 7% figure for Warwickshire's population. The rate of police staff and PCSOs from minority ethnic backgrounds was higher at over 10%. The Commissioner stated that the Force had made an effort to reach out to minority ethnic groups in Warwickshire during the recent round of recruitment.

Councillor Gilbert stated that he felt that crime levels in his community had not substantially changed over the 30 years he had lived there but what had changed was the visibility of community policing falling while the visibility of crimes through press coverage and community forums had risen. Councillor Gilbert sought assurance from the Commissioner that there would be an increase in community policing following the new officers joining Warwickshire Police.

The Commissioner responded that he felt that Councillor Gilbert was broadly right that crime rates had not substantially increased but that more people were willing to report crime. The Commissioner stated that it was vital that residents felt able to report crimes because if crimes were not being reported the Police would not be able to take effective action to prevent them. The Commissioner also stated that he was keen to increase the visibility of Police Officers and the Safer Neighbourhood Teams and that all of the new officers would start their careers in response responding to 999 calls.

Councillor Davies noted that the graph in the performance report showed that victim satisfaction had fallen by around 10% over the last 10 years and she hoped that satisfaction rates would start to rise again rather than remaining where it was.

David Patterson responded that the Force had brought in a consultant to look at victim satisfaction who had made recommendations around providing reassurance at the point of contact. The work to implement new procedures around contact with victims had been disrupted by the end of the alliance as it had been a joint project but there would be an opportunity to reinvigorate this in the newly restructured Warwickshire Police. The Commissioner had also been holding the Force to account about ensuring that there was adequate follow up with victims which was closely linked to victim satisfaction. David Patterson also stated that he expected to see victim satisfaction increase with the introduction of a newly commissioned integrated victim management service.

Councillor Davies noted the positive comments in the report around the opportunity to reform Warwickshire Police in the wake of the end of the strategic alliance with West Mercia and asked the Commissioner to provide assurances about the financial resilience of the Force over the coming 12 months.

The Commissioner responded that there had been challenges around the budget for as long as he had been Commissioner but the 12% increase in the policing precept was now in the base budget and the additional revenue that brought would provide stability. The Commissioner stated that the Police like all public sector bodies had to set a balanced budget which he anticipated the Force would be able to achieve and could not foresee the need for any cost saving exercises.

## **6. Police and Crime Commissioner's Annual Report 2018-19**

The Commissioner introduced his annual report.

Bob Malloy noted that it was reported that there had been a small reduction in crime overall. While this was true for calendar year 2018 for the financial year 2018/19 there had in fact been a small increase in crime which was reported in the performance report under the previous item.

Neil Hewison responded that Bob Malloy was correct that the annual report was for the financial year 2018/19 and should reference the figures for the financial year and not the calendar year.

Bob Malloy stated that the quarter four performance report showed a 15% increase in individuals being found in possession of an offensive weapon which seemed to run counter to the narrative of the annual report which noted that Warwickshire had not seen the increase in knife crime that had affected other parts of the country.

Neil Hewison stated that the rise of knife related crime in the county had been relatively small compared to the national picture and Warwickshire Police did not anticipate experiencing the level of knife crime seen elsewhere in the country.

Councillor Parsons noted that there had been an increased deployment of officers in Stratford and Alcester which had successfully decreased response times and asked if a similar uplift in deployment could be expected in the north of the County.

The Commissioner stated that he had been to a number of Parish Councils in the North Warwickshire area and was aware of the concerns about response times. The Commissioner stressed that it was not his decision to take about where officers were based but that he would like to see a patrol response team based in Coleshill which would be the only patrol response in North Warwickshire. The Commissioner stated that a feasibility study was currently being undertaken in the force and the Chief Constable would take a decision after seeing the outcome of that report. The Commissioner also stated that the Force was also investigating the possibility of basing more officers in Atherstone.

Andy Davis stated that he appreciated the positive tone of the report but felt that the challenge presented by the termination of the alliance had perhaps been downplayed. Andy Davis stated that residents who appreciate a realistic view of the challenges ahead.

The Commissioner responded that he felt Warwickshire Police needed to be optimistic in its messaging about the termination of the alliance to reassure the public. While the Commission did acknowledge the challenges and had spoken about them before to the Panel he did believe that the end of the alliance was an opportunity for Warwickshire Police to improve the service it provided to residents.

Andy Davis welcomed the inclusion in the discussion of police funding about the work the Commissioner had undertaken around putting the case to central government for increased police funding and asked the Commissioner to give the Panel some more detail about his involvement with central government.

The Commissioner responded that he had had contact with the Home Secretary and the Policing Minister was due to visit Warwickshire in the coming weeks. The Commissioner met with Warwickshire's MPs including Jeremy Wright MP who was a cabinet minister and had lobbied the treasury and home officer on behalf of police funding. The Commissioner also worked closely with the National Police Chiefs Council which had their own lobbying operation and the national lead for police funding was the chief constable for the West Midlands with whom Warwickshire often worked closely with.

Councillor Gilbert asked the Commissioner if he could provide some further information on the level of hate crime in Nuneaton and Bedworth which was shown in the report to be increasing year on year.

The Commissioner stated that hate crime was taken seriously by Warwickshire Police and victims would always be treated with respect. The Commissioner stated that he felt victims felt more confident in reporting hate crime to the Police and this had contributed to the rise in hate crime numbers. David Patterson stated that he would be happy to discuss the hate crime statistics in more detail with Councillor Gilbert outside of the meeting.

Councillor Gilbert asked if victim satisfaction was a reflection of how victims felt the police had treated them and investigated their case or whether it was tied to the outcome and thus actually measuring the performance of the Crown Prosecution Service and the Courts Service as well as Warwickshire Police.

David Patterson responded that most feedback from victims was collected around 12 weeks after they were reported so the outcome of the investigation and any subsequent prosecution was not normally known. David Patterson also stated that there was work to be done on victim satisfaction both on improving how feedback was gathered and the questions which were asked as well as on the Force's interaction with victims.

In response to Councillor Gilbert, the Commissioner confirmed that he sat on the Local Criminal Justice Board which brought together partners from across the criminal justice system including the courts and Crown Prosecution Service. Through the board he was able to discuss issues about outcomes and performance.

The Chair noted that there was an update on the victims service which had been commissioned by the Commissioner and that it would be good when considering the Victims Service to also consider victim satisfaction and the work the Commissioner's Officer and the Force would be undertaking to improve it.

Councillor Whalley-Hoggins asked if the Commissioner could provide any more information about safeguarding in the report given the alarming statistics included as part of the performance report provided under a previous item which reported 'exceptional volumes' of child sexual exploitation in the north of the county.

The Commissioner stated that he agreed that safeguarding was an extremely important function of Warwickshire police. The annual report tried to synthesise a number of other reports which contained the detail and showed the direction of travel. Neil Hewison added that the report was a report of the Police and Crime Commissioner rather than a report about the police. The report did contain information about initiatives the Office of the Police and Crime Commissioner had led on or funded around safeguarding.

#### **7. Annual Report of the Police and Crime Panel**

Councillor Davies introduced the annual report of the Police and Crime Panel which provided an outline of the Panel's work over the last 12 months before looking ahead to the challenges of the coming year including scrutinising the termination of the alliance and reformation of an independent Warwickshire Police, the third police and crime commissioner elections in May 2020, and the continuing review of the Commissioner's approach to substance misuse by the Planning and Performance working group.

#### **8. Report of the Planning and Performance Working Group**

Bob Malloy introduced the report which covered the Group's discussion of Police Performance as well as its continued proactive scrutiny review of the Commissioner's approach to substance misuse. Bob Malloy thanked Neil Hewison and David Patterson for the open manner in which they presented reports to the group which enabled constructive discussions at meetings.

Panel members agreed that Councillor Neil Dirveiks continue as a co-opted member for the Working Group's review of substance misuse.

In response to the Chair, Bob Malloy confirmed that the Group's report on substance misuse would be a publicly available report and could be circulated to any interested parties including the community safety partnerships.

#### **Resolved**

That the Panel notes the draft minutes of the Planning and Performance Working Group meeting held on 13 May 2019.

**9. Work Programme**

The Chair noted the three items on the work programme for September; strategic alliance exit update, Police and Crime Plan 2016-2021 revision and Victim Services update. The Chair stated that he felt that discussions around the end of the alliance were so significant that they warranted turning the whole of the September meeting over to them and moving the Victim Services update to the November meeting.

Andy Davis suggested the Panel consider a report on how the Office of the Police and Crime Commissioner is preparing for the elections in May 2020 in November 2019.

The Commissioner stated that the legislation to move complaint appeals from independent panels to police and crime commissioners was likely to be delayed until 2020. The Commissioner stated that he was investigating a regional arrangement for dealing with complaints.

**Resolved:** The amended work programme was noted.

**10. Any Urgent Items**

None

**11. Reports Containing Confidential or Exempt Information**

The Chair moved that, in light of the remaining items on the agenda, that members of the public be excluded from the meeting for item 12 on the grounds that their presence would involve the disclosure of exempt information as defined in paragraphs 1, 2 and 3 of Section 12(a) of the Local Government Act 1972.

**Resolved**

That the Police and Crime Panel meeting moves into private session.

**12. Exempt Minutes of the previous meeting held on 22 March 2019**

**Resolved:** That the exempt minutes of the meeting held on 22 March 2019 be confirmed as a correct record and signed by the Chair.

**13. Complaints**

The Panel was provided with an update.

The meeting rose at 12:20 pm

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Chair



# Warwickshire Police and Crime Panel

Wednesday, 28 August 2019

## Minutes

### Attendance

#### Committee Members

Councillor David Reilly (Chair)  
Councillor Derek Poole (Vice-Chair)  
Councillor Nicola Davies  
Andy Davis  
Bob Malloy  
Councillor Sarah Whalley-Hoggins  
Councillor Christopher Watkins  
Councillor Andrew Wright

#### Officers

Tom McColgan, Senior Democratic Services Officer  
Jane Pollard, Legal Services Manager

#### Others Present

#### Office of the Police and Crime Commissioner

Sara Ansell	Preferred Candidate for Chief Finance Officer
Neil Hewison	Chief Executive
Philip Seccombe	Police and Crime Commissioner

### 1. General

#### (1) Apologies

Apologies were received from Councillors Fradgley and Davison.

#### (2) Disclosures of Pecuniary and Non-Pecuniary Interests

Councillor Watkins declared that he knew the candidate as she had previously worked at Nuneaton & Bedworth Borough Council.

## 2. Appointment of Chief Finance Officer

The Warwickshire Police and Crime Commissioner introduced the report. He stated that the role of Chief Finance Officer was vital as he needed expert advice on budgeting so that he was able to ask the right questions of the Chief Constable and ensure that Warwickshire Police were delivering an efficient service. He stated that Sara Ansell, his preferred candidate, had previously acted as the Section 151 Officer for Nuneaton & Bedworth Borough Council before serving as the Deputy Chief Finance Officer for the Warwickshire and West Mercia Police and Crime Commissioners for the last 2 years. The Commissioner felt this experience of working within the strategic alliance would be invaluable in the coming months as the separation of the Forces was finalised and Warwickshire was reconstituted as an independent force.

The Chair thanked the Commissioner for his report and asked him and the Chief Executive to leave the room so that the Panel could question Sara Ansell.

Councillor Whalley-Hoggins asked what strengths and experience Sara Ansell had that made her the right person for the job.

Sara Ansell responded that she had worked in a number of local councils in Warwickshire serving as deputy Section 151 Officer in Nuneaton and Bedworth Borough Council for 5 years including acting as Section 151 Officer for a year. She had helped steer the Council through budget setting at a challenging time as local government budgets reduced as demand increased and had helped to find innovative ways to drive efficiency and savings. She had also worked for two and a half years for the Police and Crime Commissioner and she had learned a lot about policing in general and the Strategic Alliance in particular. She felt that she was a good communicator and able to build new relationships effectively, skills that would be essential in the coming months as Warwickshire established its self as an independent force and forged new partnerships.

Councillor Whalley-Hoggins asked how Sara Ansell would act if she witnessed unethical or unbecoming behaviour in her role as the Section 151 officer.

Sara Ansell responded that in the first instance she would try and address issues with an upfront conversation with the individual involved. If the inappropriate behaviour involved finances she would have a statutory duty to deal with it and could do this through raising issues with internal and external audit. She would also raise any ethical concerns with the Monitoring Officer.

Councillor Poole stated that the break-up of the Alliance brought with it new challenges and uncertainties. He asked Sara Ansell what she envisaged would be the biggest challenges facing her in her new role and how she planned to approach these challenges.

Sara Ansell responded that the most immediate challenge was to ensure a smooth transition out of the alliance which she had been working towards over the last 12 months. It was vital that front line services were able to stand up from October and then gradually build up back office services including new internal audit arrangements which had previously been an alliance function. She had also been looking closely at cost liability and ensuring that there was a mechanism in place to calculate and record costs incurred as a result of the termination of the alliance that could not be mitigated. The uncertainty of the post alliance force structure had also caused difficulties when setting the budget and she had to ensure that robust assumptions were made so that the budget and medium term financial strategy would stand up to scrutiny both from audit and the public. The longer-term challenges would be around monitoring and controls for large scale projects including the much needed IT improvement works.

Andy Davis asked how Sara Ansell would seek to work with the Panel and other partners.

Sara Ansell responded that she had considerable experience working with elected members especially in a scrutiny environment. She was keen to engage with the Panel to understand what information members wanted and to build on the work of the budget working group through greater discussion of the medium term financial plan, investment information, the estates strategy and the reserves and capital strategy.

Bob Malloy stated that it was a complex task to unpick the alliance and there was still a lot to do. He asked how Sara Ansell would ensure that Warwickshire held their own in negotiations and if she saw any difficulties given how closely she had worked with Elizabeth Hall who would be advising West Mercia.

Sara Ansell responded that she had maintained a transparent approach representing Warwickshire through the process of terminating the alliance which had allowed her to avoid conflicts of interest which could have otherwise affected her ability to represent Warwickshire. She stated that being involved in the process from the very start and understanding the detail of the transition put her in a good position to be able work with the Force's Change Team and to effectively advise decision makers. Sara Ansell emphasised that she was committed to the process of rebuilding Warwickshire Police as an independent force and had a vested interest not just from a professional point of view but also as a long time resident of the county.

Councillor Poole asked how Sara Ansell would act if she believed a decision maker was taking an unwise financial decision.

Sara Ansell responded that she would have a statutory duty to act and would look to provide advice in the first instance and evidence why she did not believe it was the best course of action. She would also take advice from CIPFA and raise the issue with the Monitoring Officer. She could also escalate to audit or seek financial advice from an outside body. She stated that she would not be afraid to be assertive as the statutory officer and would take her role and responsibilities seriously.

The Chair thanked Sara Ansell for her response and asked if there was anything she would like to say in summary.

Sara Ansell stated that she was keen to build a strong working relationship with the panel to work openly and transparently and to make full use of the experience and ideas of members.

The Panel moved into closed session to consider the Commissioner's report and the Candidates responses.

The Panel unanimously agreed to endorse the Commissioner's selection of Sara Ansell as the preferred candidate and the Chair confirmed the Panel's decision in writing (appendix A).



**Councillor David Reilly**  
**Warwickshire Police and Crime Panel Chair**  
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28<sup>th</sup> August 2019

Dear Mr Seccombe,

**Appointment of Chief Finance Officer**

I am pleased to inform you that following the confirmation hearing Members unanimously voted to endorse your selection of Sara Ansell as the preferred candidate for the position of Chief Finance Officer.

The Panel were impressed by Sara's responses to their questions and felt that she ably demonstrated her suitability for the role drawing on her experience in local government and the 2 ½ years she has spent working for the Warwickshire and West Mercia Police and Crime Commissioners as part of the Strategic Alliance. The Panel felt that this recent experience would be invaluable as Warwickshire Police sought to re-establish itself as an independent force. Members of the Budget Working Group also reported that they had always found her to be very open, honest and never one to shy away from a challenging question. Members in particular welcomed Sara's positive approach to working with the Police and Crime Panel and the Budget Working Group going forward.

**Yours Sincerely**

**Councillor David Reilly**  
**Warwickshire Police and Crime Panel Chair**

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OFFICIAL



**Agenda Item 3**

**Warwickshire Police and Crime Commissioner**

**Update Report.**

**Warwickshire Police and Crime Panel**

**Thursday 19<sup>th</sup> September 2019.**

**1. Intention.**

The purpose of this report is to provide the members of the Warwickshire Police and Crime Panel (PCP) with an update on my key activities as the Police and Crime Commissioner for Warwickshire (PCC) since the PCP's last scheduled meeting held on the 20<sup>th</sup> June 2019.

**2. Warwickshire Police.**

In my role as the Warwickshire PCC I have a statutory duty to secure an effective and efficient police service. This responsibility also forms one of the four key objectives of my Police and Crime Plan 2016 - 2021.

Since 2012 there has been a strategic alliance between West Mercia Police and Warwickshire Police through an agreement made under Section 22 of the Police Act 1996. This resulted in over 90% of Warwickshire Police's budget and capabilities operating within an integrated service model that realised in excess of £35m in savings since its inception. Under this arrangement the two police forces retained their respective Chief Constables, with each force area represented by their own PCC. My counterpart in West Mercia is Mr John Champion.

As the PCP are already aware, a unilateral decision was made by West Mercia to terminate the strategic alliance with Warwickshire Police. This decision has consequently placed Warwickshire Police in a challenging position, particularly as the termination was issued with the minimum 12-month notice period and is to take effect from the 8<sup>th</sup> October 2019.

On the 25<sup>th</sup> October 2018, following receipt of West Mercia Police's decision, an extraordinary meeting of the PCP was held to discuss the implications of the termination.

On the 22<sup>nd</sup> November 2018 at a scheduled meeting of the PCP I provided a further briefing on this critical matter, at which the Chief Constable Martin Jelley also presented his views on what he considered to be the significant challenges faced by the force.

On the 24<sup>th</sup> May 2019 at a confidential meeting of the Warwickshire PCP I provided a further briefing on this matter, at which Chief Constable Martin Jelley and Chief Superintendent David Gardner also presented a synopsis of the challenges faced and the intended future direction of Warwickshire Police.

On the 28<sup>th</sup> August 2019 at a special meeting of the PCP I provided a further confidential briefing on the latest developments in this increasingly urgent matter.

These briefings have collectively provided an opportunity for the PCP to raise their concerns regarding the implications of this notice of termination and to enable the PCP to consider its role in the process of Warwickshire Police transitioning from the strategic alliance into its new form.



Given the sensitive nature of ongoing negotiations with West Mercia Police I intend to provide a verbal update to the PCP during the 'closed' session of this meeting.

### **3. Warwickshire Police Establishment.**

I appreciate that this issue is of significant interest to the PCP following the precept rises for 2018/19 and 2019/20 and I have undertaken to provide updates on the position with force establishment and recruitment at PCP meetings throughout the year.

As the PCP are already aware, the process for the recruitment of the additional 50 police officers funded through £12 / 6.25% (Band D) precept rise for 2018/19 was challenging due to the time scales involved in advertising, application, selection and training.

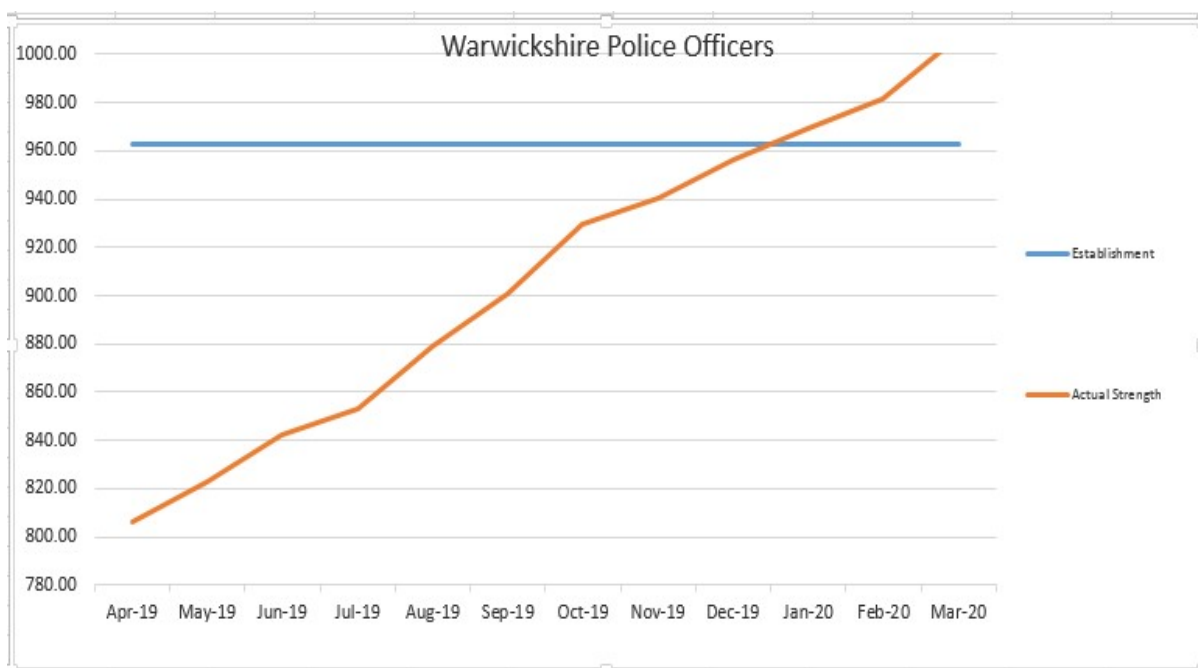
My decision to increase the precept for 2019/20 by £24 / 11.77% (Band D) provided further additional funding to increase the Warwickshire Police establishment by a further 100 staff, comprising of 83 police officers, Police Community Support Officers (PCSO) and Police Staff Investigators (PSI).

The below chart shows the position, in terms of actual numbers against establishment, at June 2019 (at the time of the previous PCP meeting) and the current position as at September 2019.

<b>Role</b>	<b>June Number</b>	<b>September Number</b>	<b>Establishment 2019/20</b>
Police Officer	842	900	963
Police Staff	663	676	732
PCSO	82	83	82
Specials	125	N/A	NA
Volunteers	42	N/A	NA

**Figure 1 - Table of Workforce Numbers as at June and September 2019**

I receive weekly reports from the force on this issue detailing the progress made through an ambitious programme of recruitment that is predicted to deliver full police officer establishment by December 2019, as illustrated in the below graph: -



**Figure 2 – Graph of Projected Police Officer Numbers 2019/20**

This growth in the workforce will result in the highest number of officers that Warwickshire Police has seen in the last seven years. It also represents the largest percentage increase in officer numbers planned in the next 12 months by any police force in England and Wales.

It is however not just a question of numbers, but of quality too and there have been a number of transferees into Warwickshire Police that bring specialist skills with them. These include a Chief Superintendent from West Midlands Police and two newly promoted superintendents, as well as detectives and firearms officers.

Just as importantly, the ability to recruit on such a scale represents a fantastic opportunity to address the imbalance of Black Asian Minority Ethnic (BAME) representation within the ranks of Warwickshire Police officers so that the force fully reflects the communities it serves. The force actively encourages applications from the BAME community and monitors their progress through the selection process.

The force are also working on proposals to ensure future recruitment meets the needs of the force with regards to the Government's recent announcement of the increase in officers throughout the UK over the next 3 years.

#### **4. Road Safety**

The issue of road safety in Warwickshire is a matter of utmost importance in achieving my stated vision of 'A safer, more secure Warwickshire', particularly in light of the twenty-nine fatalities that have been suffered on the county's roads since the beginning of 2019.

Chief Inspector Adrian Davis from Warwickshire Police, who has responsibility for roads policing in the county, has kindly agreed to deliver a presentation to the PCP on killed and serious injury (KSI) collisions in order to provide a greater appreciation of the causes and common themes of these devastating incidents.

At the meeting of the PCP on the 20<sup>th</sup> September 2018 I presented a report on road safety, which identified considerable reserves of funding available to Warwickshire Police and Warwickshire County Council (WCC) to promote and enforce road safety. At the meeting of the PCP on the 22<sup>nd</sup> March 2019 I provided an update on the work that had been undertaken since this time and commented upon my proposal to establish a 'Road Safety Grant Scheme' by utilising up to £500k that I set aside from these reserves to be awarded to successful grant applicants.

Abigail Simkin from my OPCC will deliver a presentation to the PCP on the progress that has been made since this time with the 'Road Safety Grant Scheme'.

## **5. Annual Report.**

It is a requirement of the Police Reform and Social Responsibility Act 2011 that PCC's must publish annual reports on their work and the progress which has been made in meeting the police and crime objectives in their police and crime plan.

At the last meeting of the PCP a draft of my Annual Report for 2018/19 was presented for comments prior to publication. As a consequence of the feedback received, for which I am grateful, amendments were made. The final version of the report can be found at: -

[https://www.warwickshire-pcc.gov.uk/wp-content/uploads/2019/08/OPCC-2018\\_19-Annual-Report\\_07\\_19\\_V4-LR.pdf?x57250](https://www.warwickshire-pcc.gov.uk/wp-content/uploads/2019/08/OPCC-2018_19-Annual-Report_07_19_V4-LR.pdf?x57250)

## **6. Police and Crime Plan 2016 - 2021**

Given the position with the imminent termination of the strategic alliance, it has been recognised that my Police and Crime Plan requires amending to reflect these fundamental changes to how Warwickshire Police operates. As such, the existing Plan has been updated with a new foreword and edited to ensure that it is both current and accurate post 8<sup>th</sup> October 2019. The revised report is contained at **Agenda Item 4** for the PCP's consideration.

It is intended that a public consultation will be conducted by the OPCC in October 2019 to inform a further revision of my Police and Crime Plan through the remainder of its duration, to ensure that it continues to reflect the views and priorities of our communities and provides them a strong voice in shaping the future direction of policing and crime in Warwickshire.

## 7. OPCC Scrutiny of Force Performance.

On the 9<sup>th</sup> September the 'PCP - Planning and Performance Working Group' formally scrutinised the below documents at their meeting: -

- **Appendix A** - Warwickshire Police Performance Summary Q1 July 2019/20.
- **Appendix B** - OPCC Force Performance Scrutiny Q1 2019/20.
- **Appendix C** - The Chief Constable's response Q1 2019/20

All of these documents have subsequently been posted on the OPCC website for public information.

The meeting was supported by the attendance of David Patterson (OPCC Development and Policy Lead - Performance).

## 8. Summary of Activity.

Following West Mercia's decision to terminate the strategic alliance, concerns have been expressed to me as to the effect that this will have on Warwickshire Police and the communities it serves. In this regard I have continued to undertake an extensive programme of engagements to both inform and reassure. The more notable events and public engagements I have attended since my last report to the PCP include: -

Bradby Club, Rugby	12/06/2019
Supported Village, Dunchurch	26/06/2019
Parish Council, Water Orton	26/06/2019
Association of Convenience Stores, Warwick	26/06/2019
Speedwatch, Quinton	01/07/2019
Parish Council, Hartshill	02/07/2019
Whitacre and Shustoke Show	13/07/2019
Community Forum, Bede and Polar	15/07/2019
Jeremy Wight MP	26/07/2019
Annual leave	28/07/2019 to 04/08/2019
Warwickshire Pride	17/08/2019
Meeting, Coton Park	20/08/2019
Marcus Jones MP	30/08/2019
Parish Council, Arley	05/09/2019
Warwickshire Police Open Day, HQ	07/09/2019
Community Forum, Weddington	09/09/2019

Parish Council, Stoneleigh	12/09/2019
Neighbourhood Watch, Nuneaton North East	16/06/2019
Parish Council, Kingsbury	18/09/2019

### 9. Formal Decisions.

I have made the following decisions since my last report on the 20<sup>th</sup> June 2019: -

- WPC 20071 - Break Out of Local Policing 2019/20.
- WPC 20072 - Command and Control ICT Options - Exempt under S.43 Commercial Interests.
- WPC 20073 - Awaiting Finalisation.
- WPC 20074 - Police Staff Funding.
- WPC 20075 - OPU move from Rugby to Leek Wootton - Exempt under S.31 Policing Strategy.
- WPC 20076 - Awaiting Finalisation.
- WPC 20077 - Awaiting Finalisation.
- WPC 20078 - The Effective Management of Unauthorised Encampments in Warwickshire.
- WPC 20079 - Launch of Commissioned Services.
- WPC 20080 - Awaiting Finalisation.
- WPC 20081 - Provision of Legal Services by Warwickshire County Council.
- WPC 20084 - Retention of Leek Wootton as Warwickshire Police HQ.
- WPC 20082 - Awaiting Finalisation.
- WPC 20083 - Regional RIPA Collaboration Agreement - Exempt under S.31 Policing Strategy.
- WPC 20084 - Retention of Leek Wootton - Exempt under S.43 Commercial Interests.
- WPC 20085 - EFINS - Exempt under S.31 Policing Strategy.
- WPC20086 - Contribution to Modern Slavery Helpline.
- WPC 20087 - Funding Forensic Capability Network - Exempt under S.43 Commercial Interests.

A copy of the non-exempt completed decision forms are published on the OPCC website together with pertinent documents at: - <https://www.warwickshire-pcc.gov.uk/your-pcc/decision-making/>

Philip Seccombe. TD.

Police and Crime Commissioner for Warwickshire.

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Philip Seccombe  
Police and Crime  
Commissioner  
for Warwickshire

# WARWICKSHIRE POLICE AND CRIME PLAN 2016 – 2021

## Performance Summary June 2019

**A SAFER, MORE SECURE WARWICKSHIRE**

## Summary

Topic	Inclusion	Data	Commentary	
<b><i>Putting Victims and Survivors First</i></b>				
<b>Confidence</b>	Quarter or when updated	In line with the previous period and above the national average.		2
<b>Victim Satisfaction</b>	Month & quarter	Overall satisfaction saw no significant change compared to previous month.		3
<b>Repeat Victimisation</b>	Month & quarter	Decrease in the volume of repeat victims and repeat rate compared to last month.	Weekly reporting now in place.	5
<b><i>Protecting People from Harm</i></b>				
<b>Hate Crime</b>	Month & quarter	Increase on previous month and above monthly average.	No exceptional volumes.	7
<b>Hate Crime Satisfaction</b>		Stable compared with previous month		
<b>Missing Persons Reports</b>	Quarter	Increase on previous month and above monthly average.	No exceptional volumes.	9
<b>Sexual Offences – Rape</b>	Month & quarter	Decrease on previous month and below monthly average.	No exceptional volumes.	10
<b>Sexual Offences – Other</b>	Month & quarter	Decrease on previous month and above monthly average.	No exceptional volumes.	12
<b>Domestic Abuse</b>	Month & quarter	Decrease on previous month and above monthly average.	No exceptional volumes.	13
<b>Child at Risk</b>	Month & quarter	Increase on previous month and above monthly average.	Exceptional volumes in South Warwickshire	19
<b>CSE</b>		Decrease on previous month and below monthly average.	No exceptional volumes	
<b>Road Traffic Casualties</b>	Quarter	Decrease on previous month and below monthly average.		21
<b>Serious Organised Crime</b>	Quarter	OCG and disruption data		22
<b><i>Preventing &amp; Reducing Crime</i></b>				
<b>Total Recorded Crime</b>	Month	Decrease on previous month and below monthly average.	No exceptional volumes.	23
<b>Violence with Injury</b>	Quarter	Increase on previous month and above the monthly average.	No exceptional volumes.	29
<b>Violence without Injury</b>	Quarter	Decrease on previous month and below the monthly average.	No exceptional volumes.	31
<b>Robbery</b>	Quarter	Increase on previous month and below the monthly average.	No exceptional volumes.	32
<b>Residential Burglary - Dwelling</b>	Quarter	Decrease on previous month and below monthly average.	No exceptional volumes.	34
<b>Public order</b>	Exceptional	Increase on the previous month and above monthly average.	Exceptional volumes at force level	35
<b>Business Crime</b>	Exceptional	Decrease on previous month and volumes remain significantly above monthly average.	Exceptional volumes across South Warwickshire.	37
<b>Rural Crime</b>	Quarter	Increase on previous month and above the monthly average.	No exceptional volumes.	39
<b>Cyber Crime</b>	Month & quarter	Increase on previous month and volumes remain significantly above monthly average.	Exceptional volumes in North Warwickshire.	42
<b>Anti-Social Behaviour</b>	Quarter	Decrease on previous month and volumes remain below the monthly average.	No exceptional volumes.	44
<b>Intelligence Reports</b>	Month & quarter	Increase in outstanding submissions	Funding in place for additional staff	46
<b>Criminal Justice – File Quality</b>	Quarter	Extract from monthly Criminal Justice performance report		47
<b><i>Ensuring Efficient and Effective Policing</i></b>				
<b>Response Times to Emergency Incidents</b>	Quarter unless exceptional	Increase in volume of emergency incidents compared to the previous month.	Increase in average emergency response times emergency compared to the previous month.	49
<b>Sickness</b>	Month & quarter	Increase in Officer and Staff sickness rates compared to the previous month.		51
<b>Complaints</b>	Quarter	87% complaints recorded in 10 days and 71% finalised in 120 days.		52
<b>Call Handling</b>	Month & quarter	999 and 101 abandon rates have decreased.		54
		Answering of 999 calls above the standard but below for 101 calls.		



# Putting Victims & Survivors First

## Confidence in Police

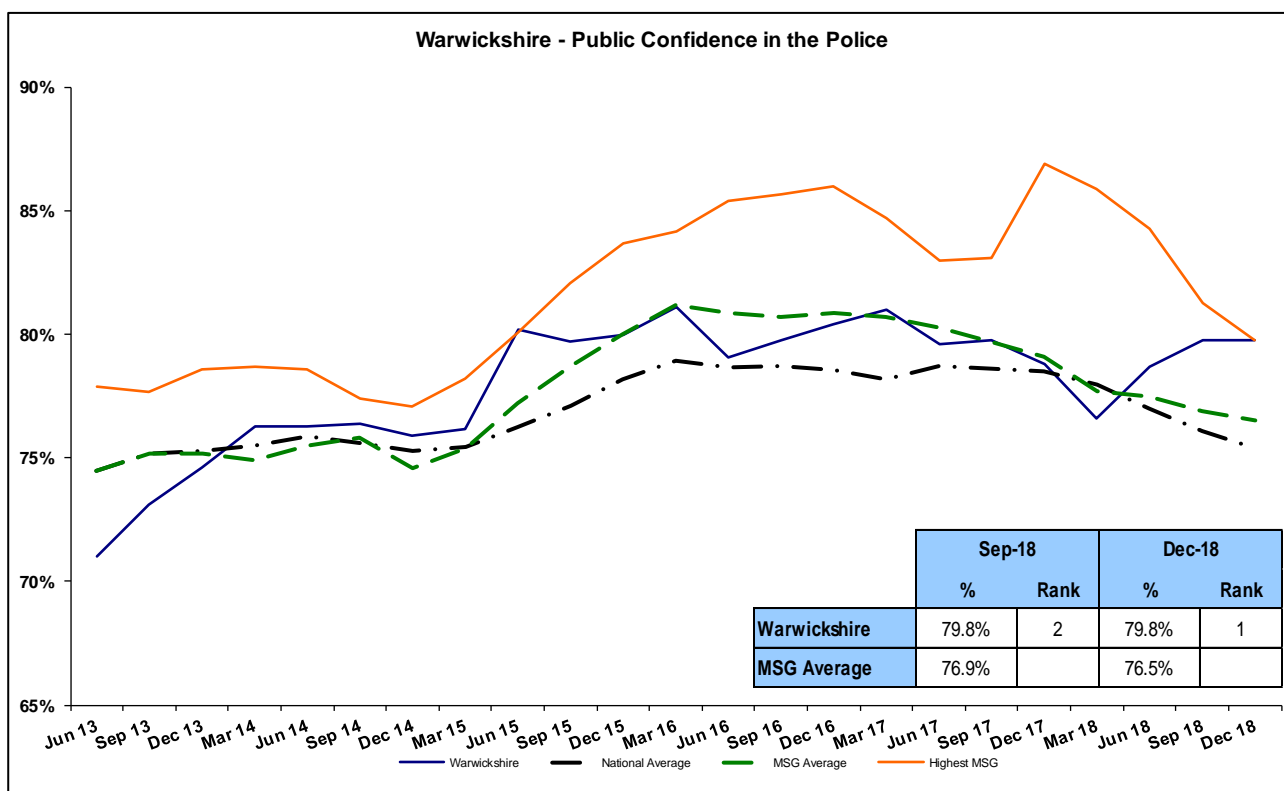
### Signs of Improvement would be:

- ❖ 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 December 2018. (Data to March 2019 will be available later in July).

The latest data shows performance is consistent with the previous period, with 80% of people having confidence in the police in their local area in the 12 months to December 2018. Performance is currently above both the national and MSG average.

Against the Most Similar Group<sup>1</sup> (MSG) of peer forces, Warwickshire is currently ranked 1<sup>st</sup> of the 8 forces, one place higher than the previous reporting period. The force's ranking against all forces has improved from 9<sup>th</sup> (Sep 18) to 6<sup>th</sup> (Dec 18).

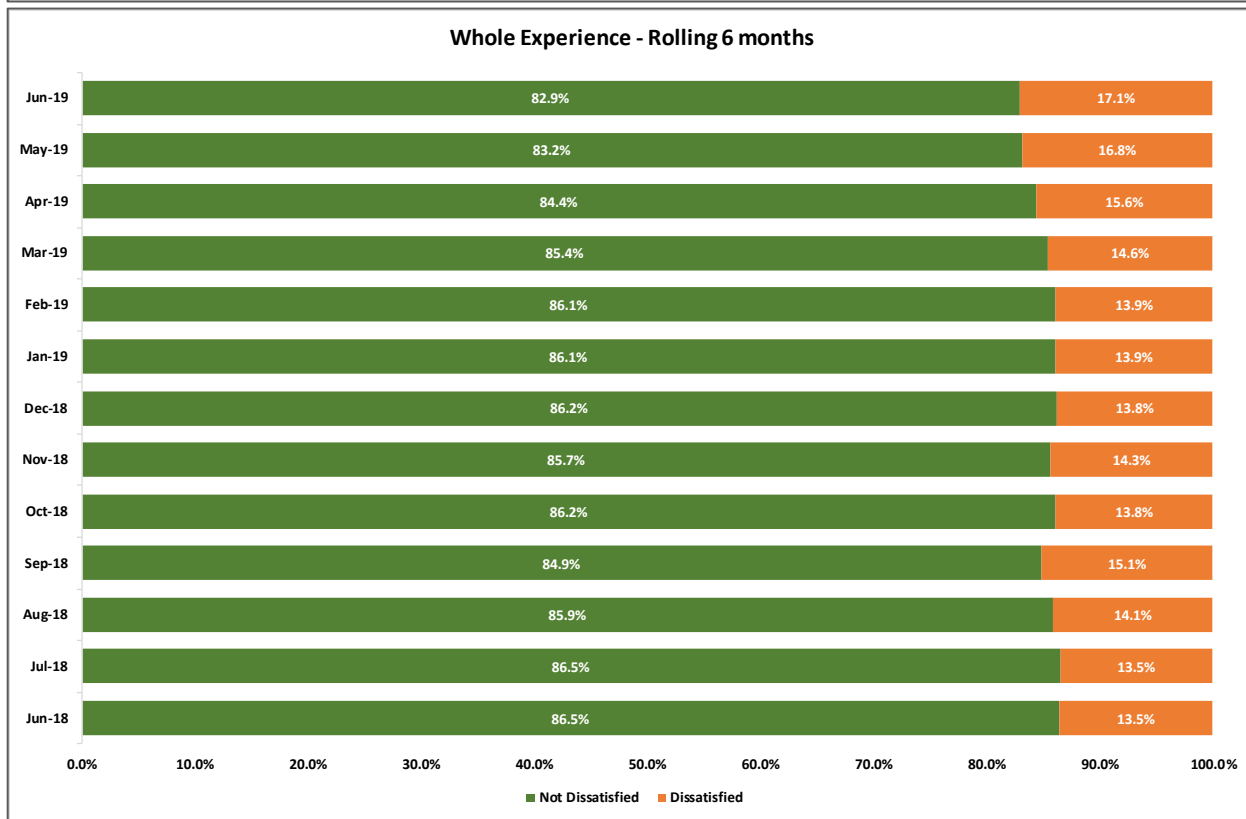
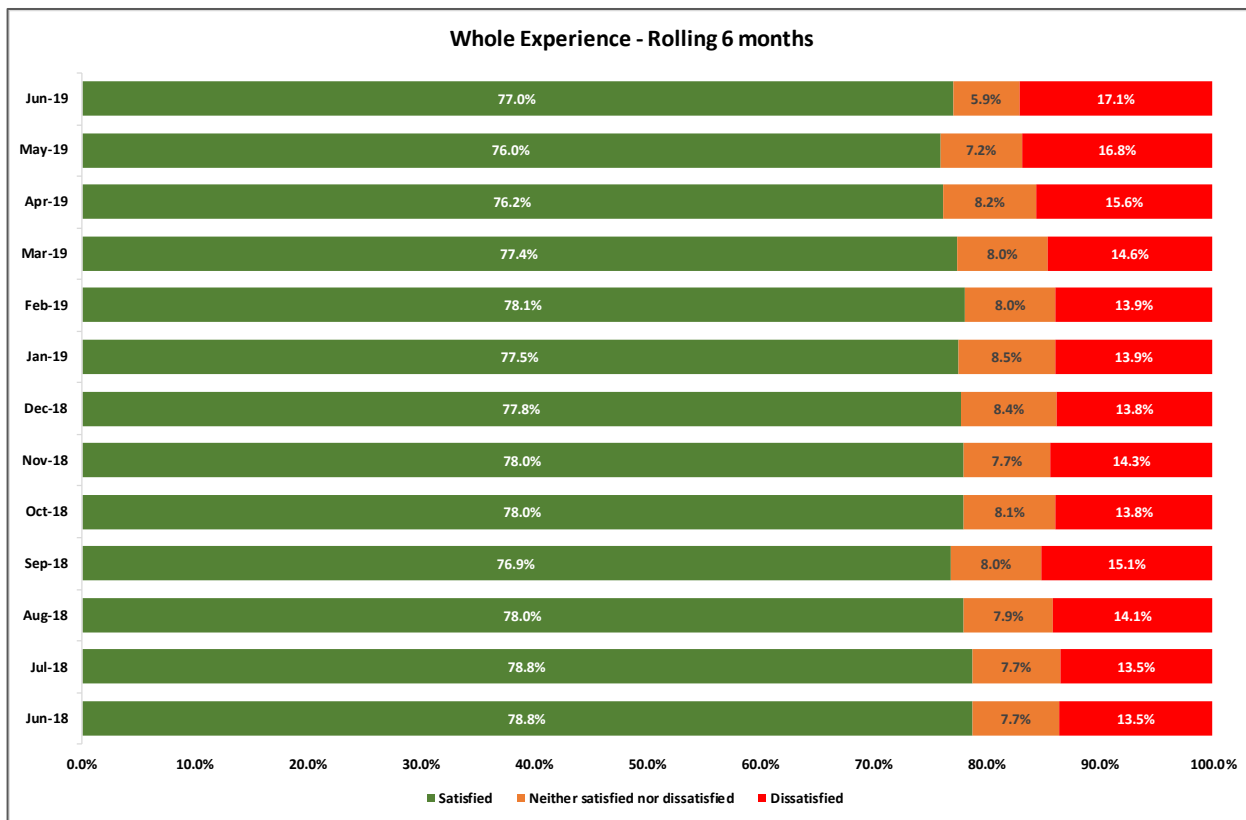


<sup>1</sup> Most Similar Forces for Warwickshire are: Devon & Cornwall, Cambridgeshire, Gloucestershire, North Wales, Suffolk, West Mercia and Wiltshire.

## Victim Satisfaction

### Signs of Improvement would be:

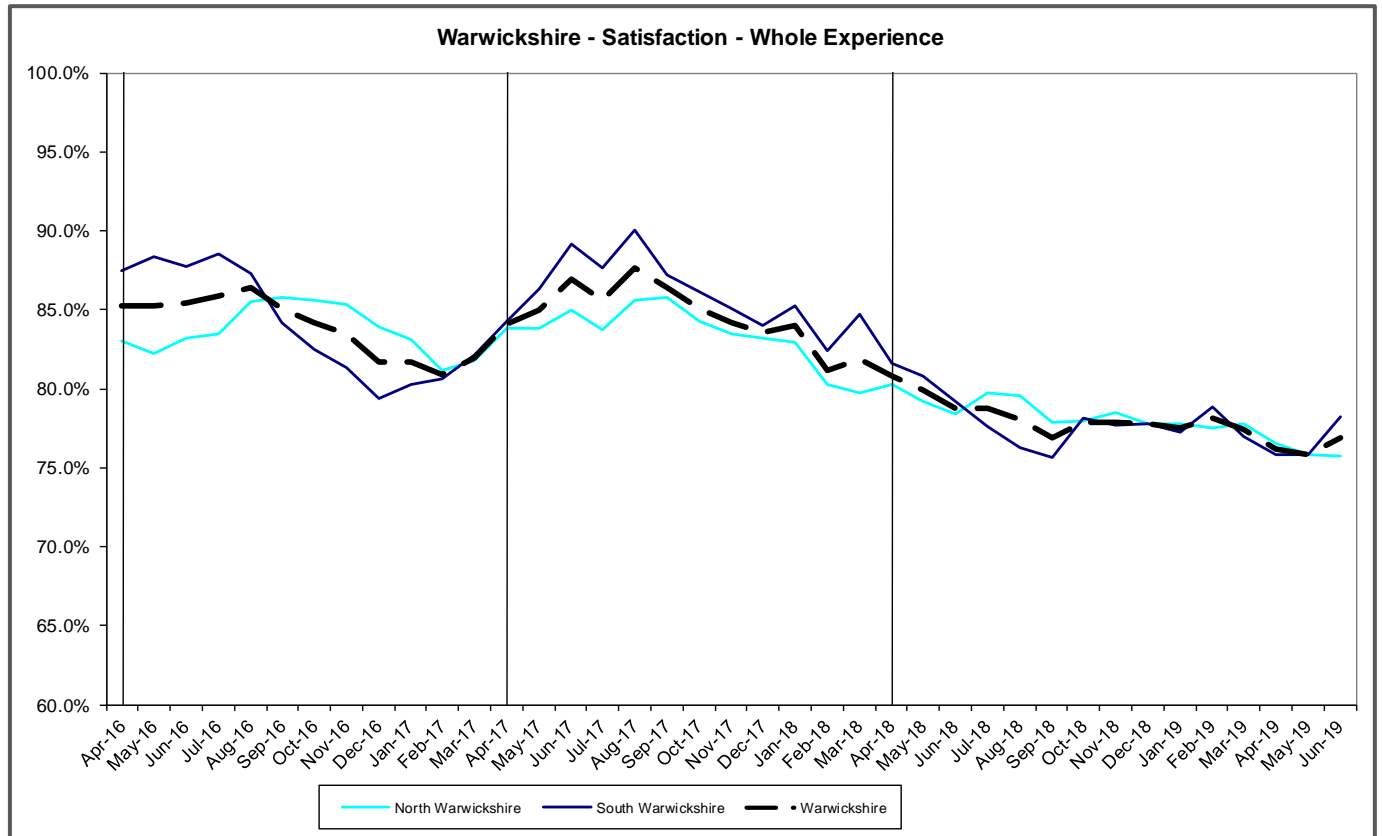
- ❖ Improved satisfaction: across all four stages & whole experience



	Apr-19	May-19	Jun-19
North Warwickshire	76.5%	75.8%	75.8%
South Warwickshire	75.9%	75.9%	78.2%
Warwickshire	76.2%	76.0%	77.0%

Overall victim satisfaction with 'Whole Experience' across Warwickshire remains stable in June (77%) compared with the previous month.

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



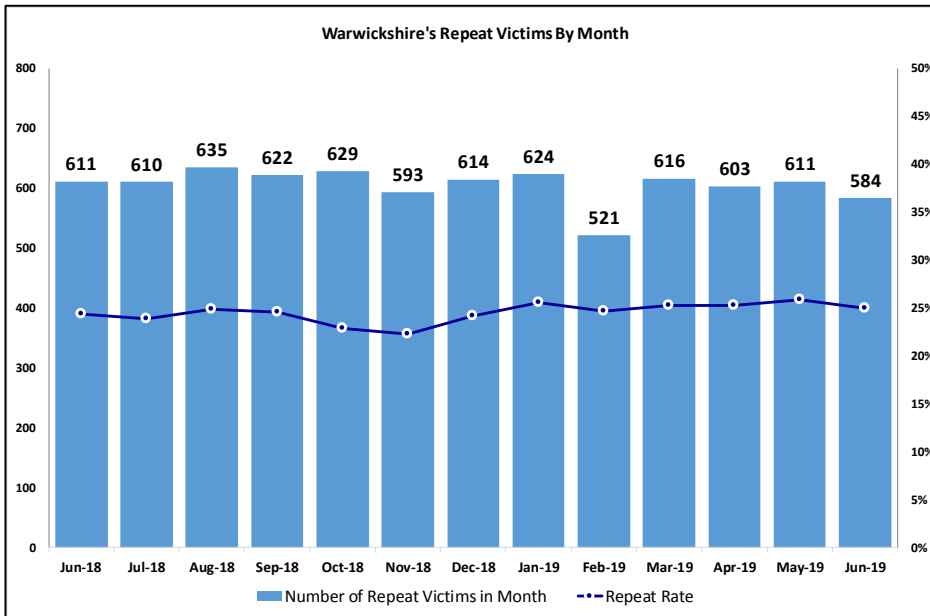
## Repeat Victims

### 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 force areas, these counts reflect Warwickshire's victims only, but quantifies total offences across the alliance.

### Repeat Victimization



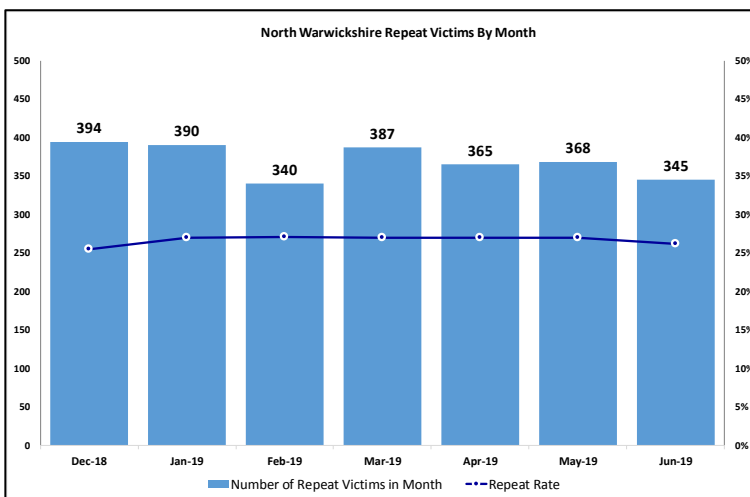
In June, one quarter (584) of all victims (2,336) were repeat victims (subject to at least one further offence in the last 12 months).

Both the number of repeat victims and repeat rate have decreased from the previous month (611, 26%).

67 (11%) of June's repeat victims were also a repeat victim in May. This is a small volume decrease and 1 percentage point decrease in the monthly proportion of recurring repeat victims when compared to the May/ April's repeat victims (71, 12%).

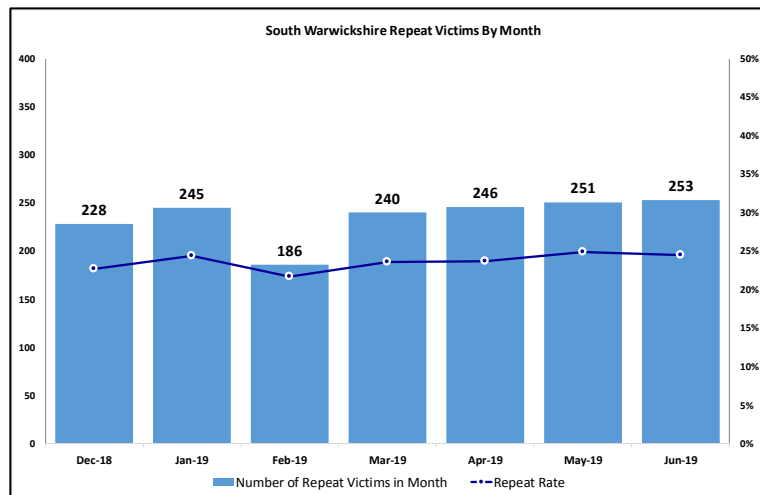
18 individuals (3%) were a repeat victim in each of the last 3 months – April, May and June. This is consistent with the volume and proportion of recurring repeat victims when compared to the March, April and May repeat victims (17, 3%).

43 (7%) of June's repeat victims were also a repeat victim in April but were dormant in May.



345 repeat victims were identified across North Warwickshire in June; a decrease on the previous month (368).

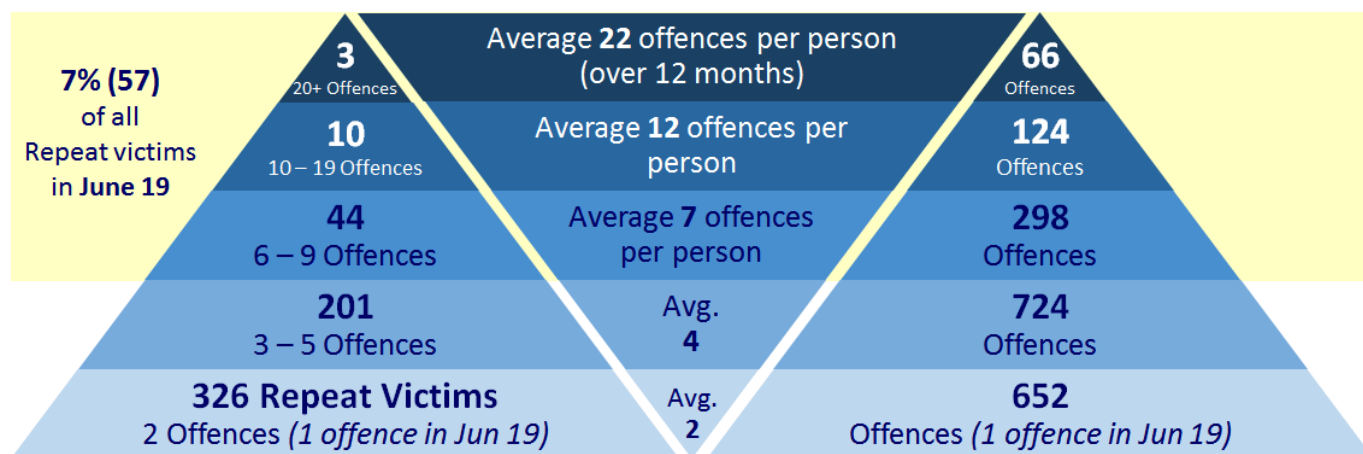
Over one quarter of all North Warwickshire victims are a repeat victim (26% repeat rate).



253 repeat victims were identified across South Warwickshire in June; remaining consistent with the previous month (251).

One quarter of all South Warwickshire victims are a repeat victim (25% repeat rate).

### Breakdown of Repeat Victims in June by Number of Offences



June’s repeat victim cohort accounts for 1,864 offences recorded in the last 12 months, of which 779 offences were recorded in June.

57 individuals have been a victim of 6 or more offences in the last 12 months. They represent 7% of all repeat victims, 488 offences of which 98 offences were recorded in June. This is an increase on the previous month (46 repeat victims, 8% proportion, totalling 418 offences).

There are two North Warwickshire and one South Warwickshire repeat victims who have reported 20 or more offences in the last 12 months, totalling 66 recently committed offences.

### Repeat Victimisation Strategic activity

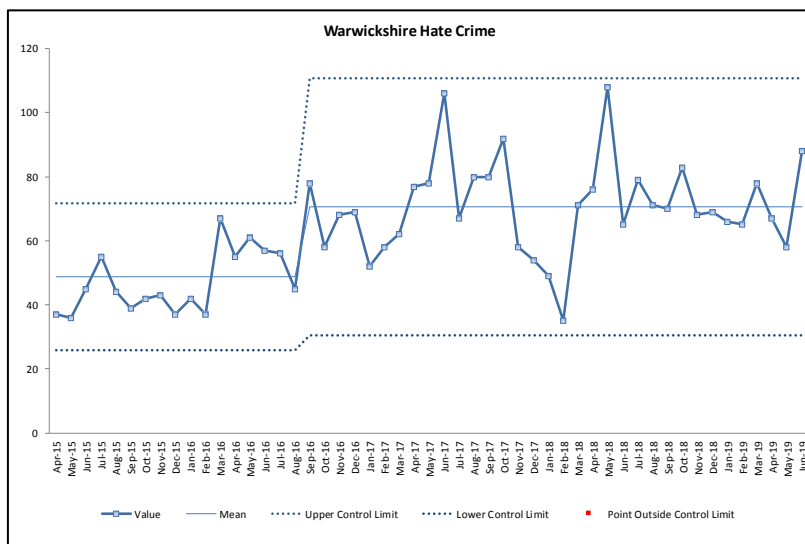
The Harm Hub are now co-located with Victim Support and are soon to be supported by IVM Co-ordinators who will provide additional support on how the IVM team can identify and support the most vulnerable people within our community. IVM teams continue to work closely with partners to ensure that the most appropriate agency takes the lead and can work collaboratively to ensure that the risk of harm to identified vulnerable victims is reduced.

# Protecting People from Harm

## Hate Crime

### Signs of Improvement would be:

- ❖ Increased reporting
- ❖ Sustained / improved victim satisfaction



	Apr-19	May-19	Jun-19
North Warwickshire	40	35	45
South Warwickshire	27	23	43
<b>Warwickshire</b>	<b>67</b>	<b>58</b>	<b>88</b>

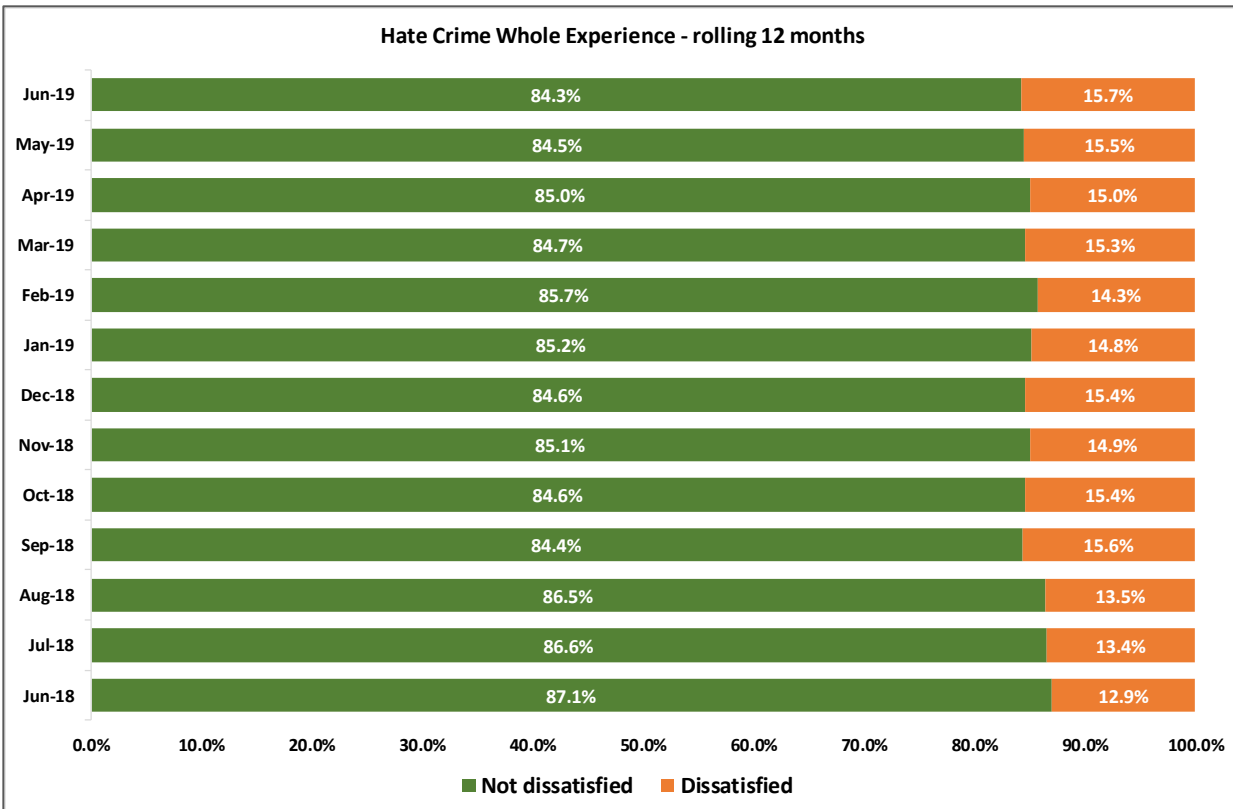
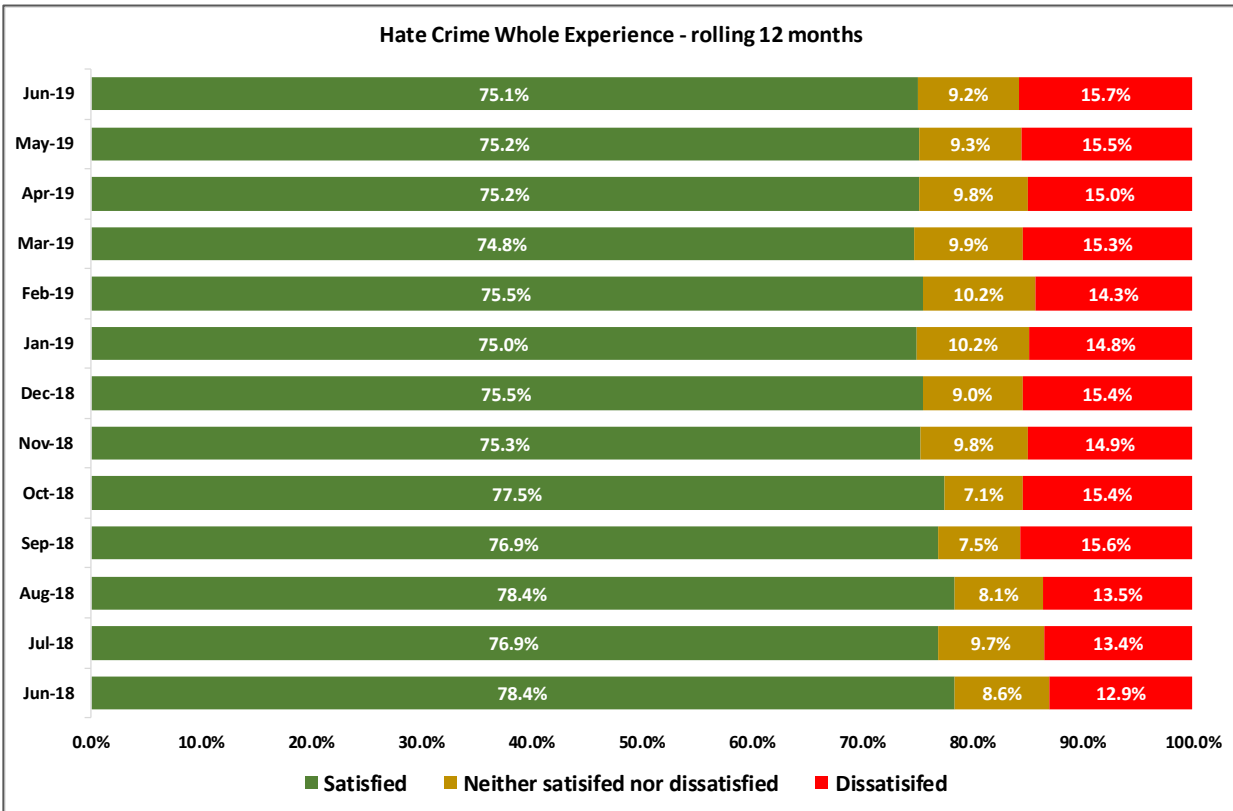
88 hate offences/incidents were recorded in June. This is an increase compared to May (58) and above the monthly average (71).

Increased volumes were seen across both policing areas, however volumes remain within the expected range.

The majority of hate crime continues to be racial based offences/incidents.

### Hate Crime Victim Satisfaction

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.



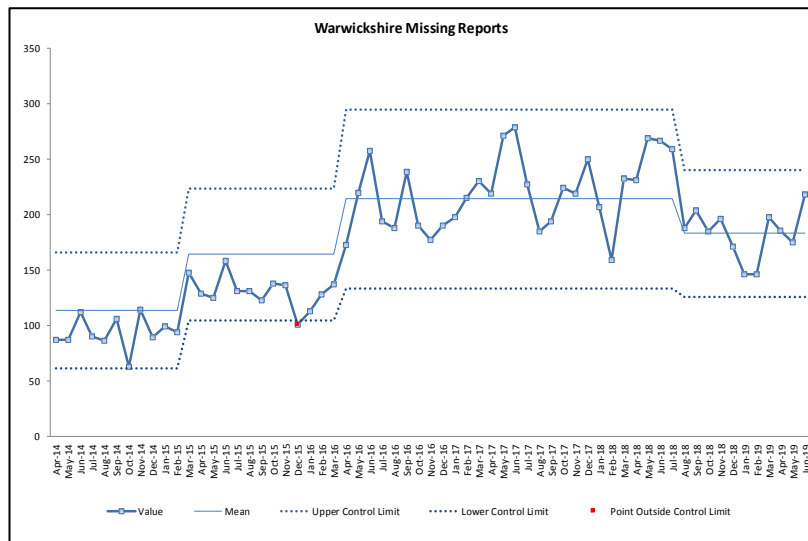
Across Warwickshire, overall satisfaction remained stable in June (75%) compared with the previous month.

## 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).



	Apr-19	May-19	Jun-19
North Warwickshire	129	107	130
South Warwickshire	57	68	88
<b>Warwickshire</b>	<b>186</b>	<b>175</b>	<b>218</b>

218 missing person reports were recorded in June. This is an increase compared to May (175) and above the monthly average (183).

Although volumes dropped in May (175) increased volumes have been seen across both Policing areas in June. This follows the expected seasonal trend with volumes typically at their highest in the summer months

Volumes of missing person calls for service, reports and repeat reports continue to be monitored on a regular basis to identify trends. The missing persons 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.

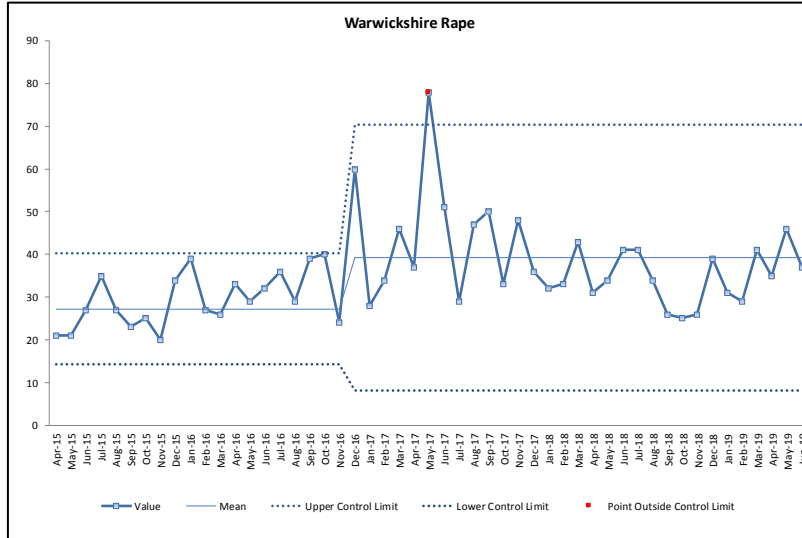


## Sexual Offences

### Signs of Improvement would be:

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

### Rape



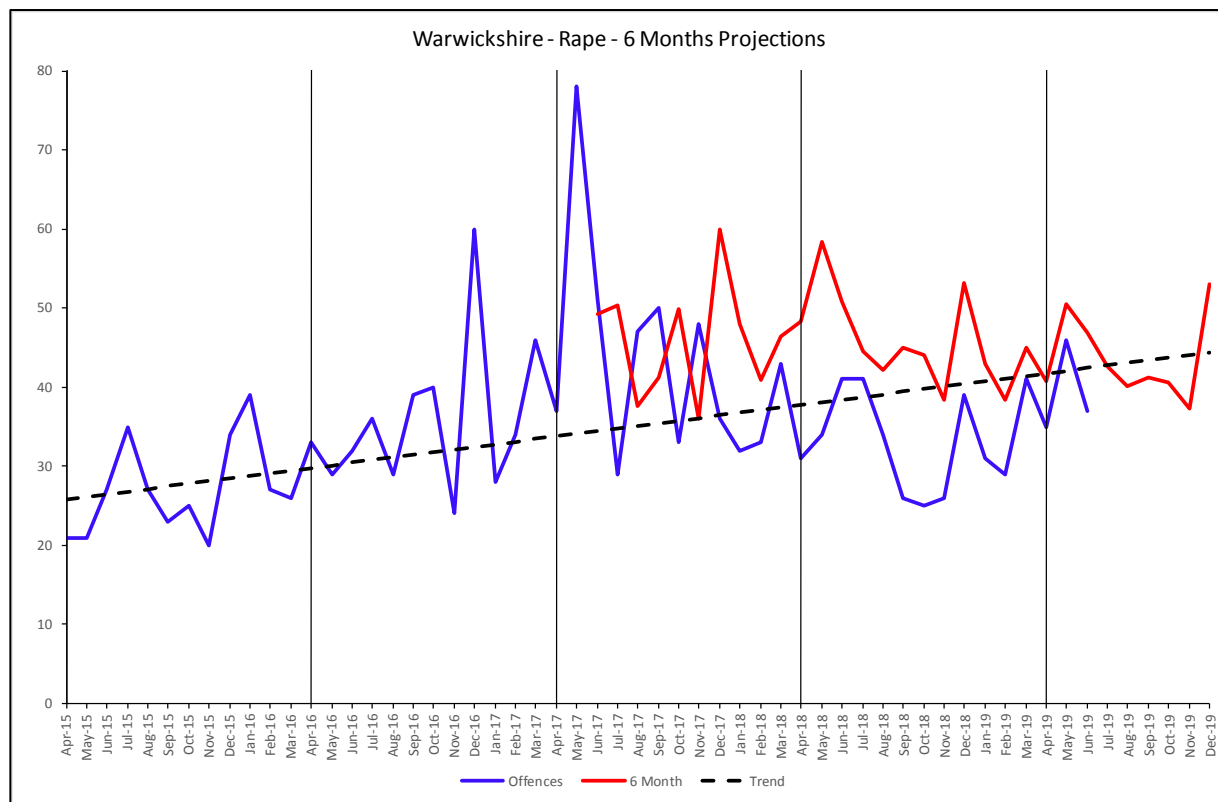
	Apr-19	May-19	Jun-19
North Warwickshire	22	19	21
South Warwickshire	13	27	16
<b>Warwickshire</b>	<b>35</b>	<b>46</b>	<b>37</b>

37 rape offences were reported to the police in June. This is a reduction compared to May (46) and below the monthly average (39).

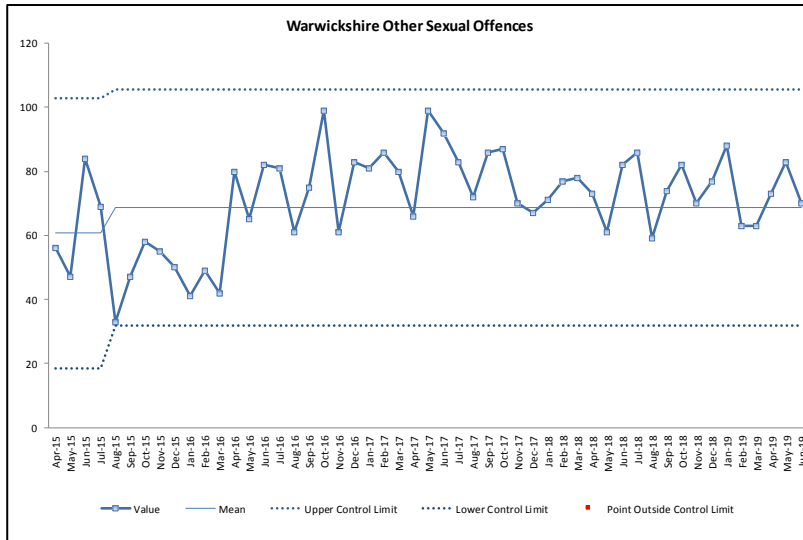
Reduced volumes were seen across South Warwickshire, however volumes remain within the expected range.

A higher than average proportion of offences were 'recent' – 57% (21) compared to a monthly average of 51%. 21 separate victims were involved in these offences.

The following chart provides a 6 month projection for rape offences. At force level, the recorded volumes are below the projection. The pattern of recording suggests a potential stable period over the next few months.



### Other Sexual Offences



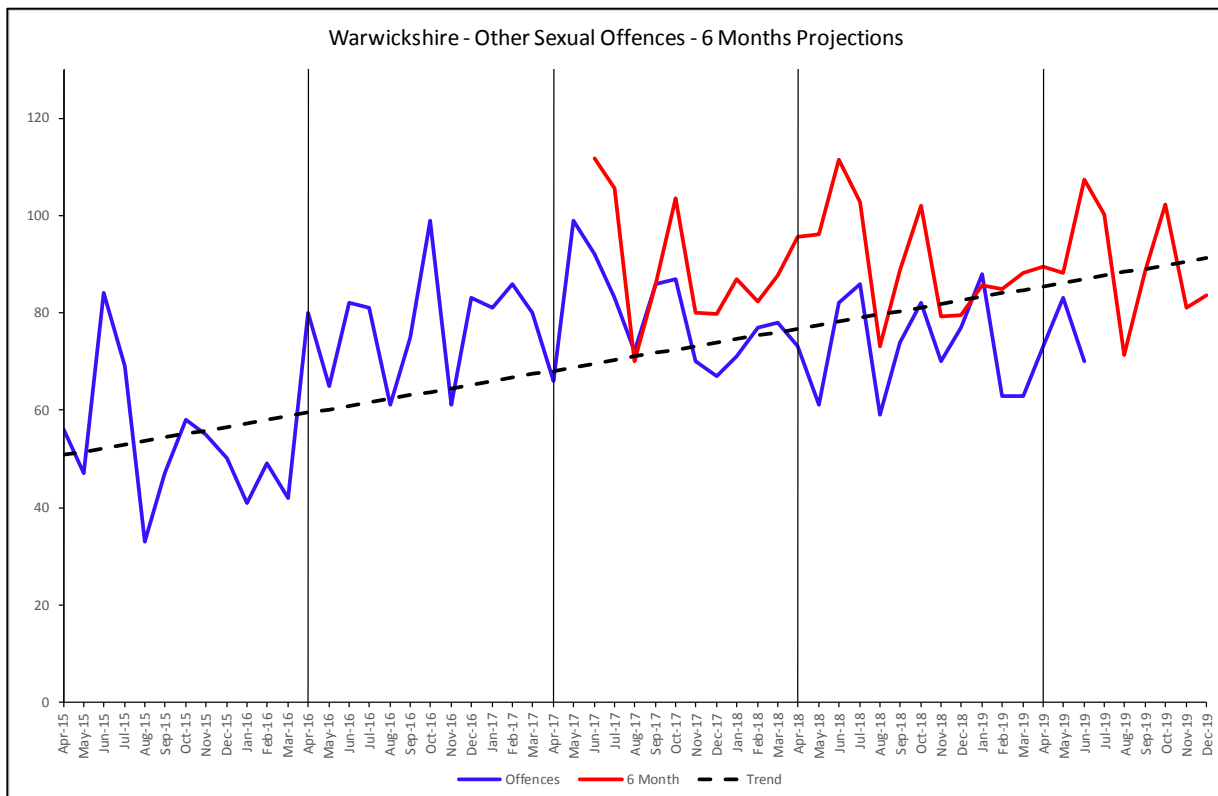
	Apr-19	May-19	Jun-19
North Warwickshire	47	51	50
South Warwickshire	26	32	20
<b>Warwickshire</b>	<b>73</b>	<b>83</b>	<b>70</b>

The grouping of other sexual offences refers to 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.

70 other sexual offences were reported to the police in June. This is a reduction compared to May (83) and in line with the monthly average (69). A higher than average proportion of offences were recent (74% compared to a monthly average of 64%). 46 separate victims were identified in these offences, 1 of whom has been the victim in 2 separate unrelated offences.

Reduced volumes were seen across both policing areas in June but are within expected limits.

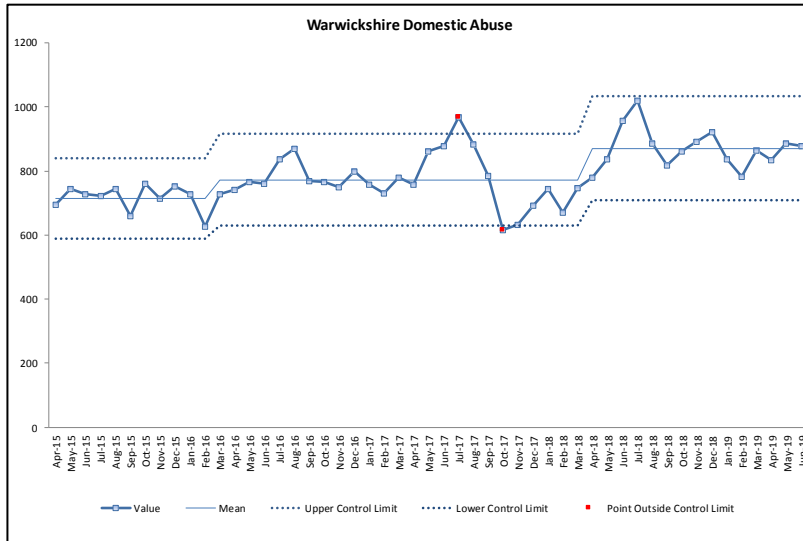
The following chart provides a 6 month projection for other sexual offences. At force level, the recorded volumes are below the projection. The projection is for volumes to increase over the next few months.



## Domestic Abuse

### Signs of Improvement would be:

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



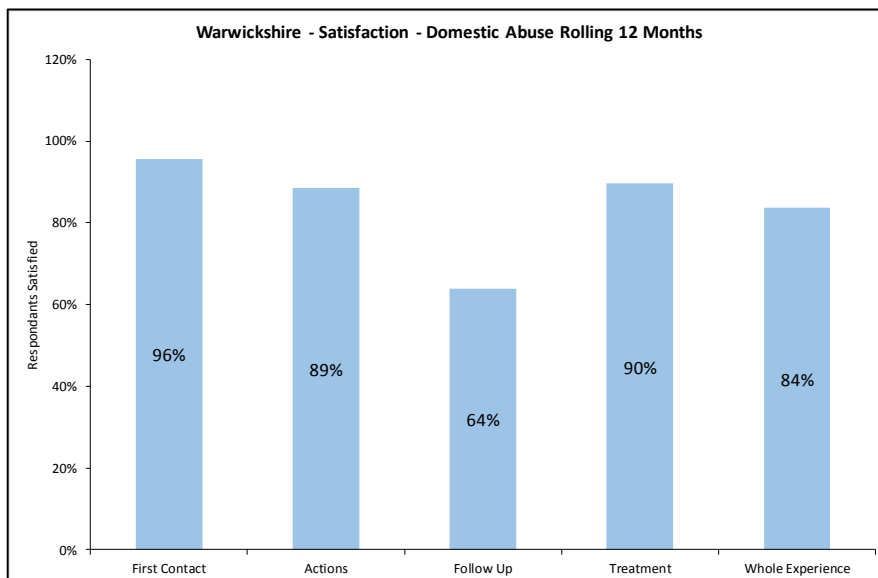
	Apr-19	May-19	Jun-19
North Warwickshire	507	506	524
South Warwickshire	327	379	353
<b>Warwickshire</b>	<b>834</b>	<b>885</b>	<b>877</b>

877 domestic abuse offences & crimed incidents were recorded in June. This is a 1% decrease compared to May (885) and in line with the monthly average (870).

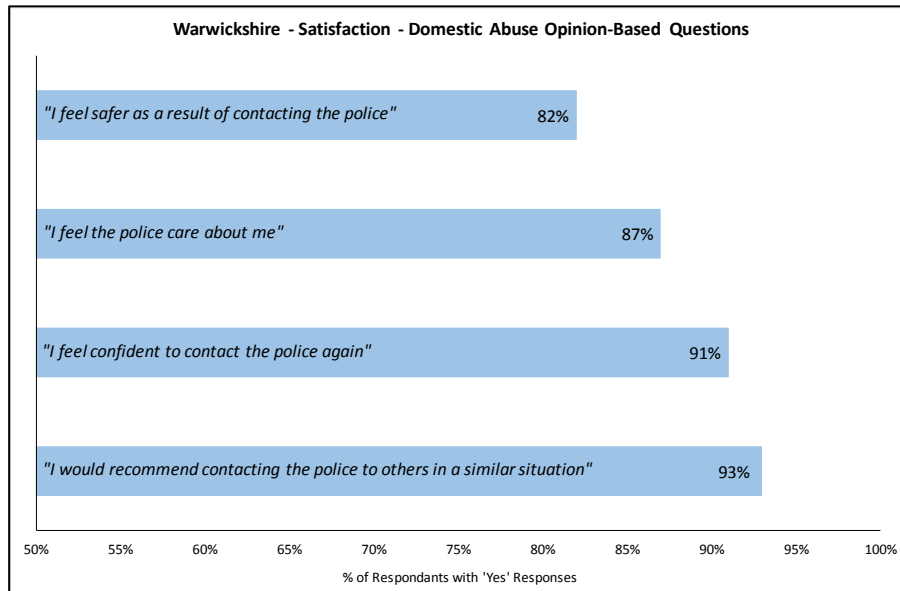
Reduced volumes were seen across South Warwickshire in June.

### Domestic Abuse Satisfaction

The domestic abuse satisfaction survey aims to gain a better understanding of how police actions affect the victim's experience. As well as measuring the five stages of satisfaction a series of opinion-based closed questions are also included in the survey.



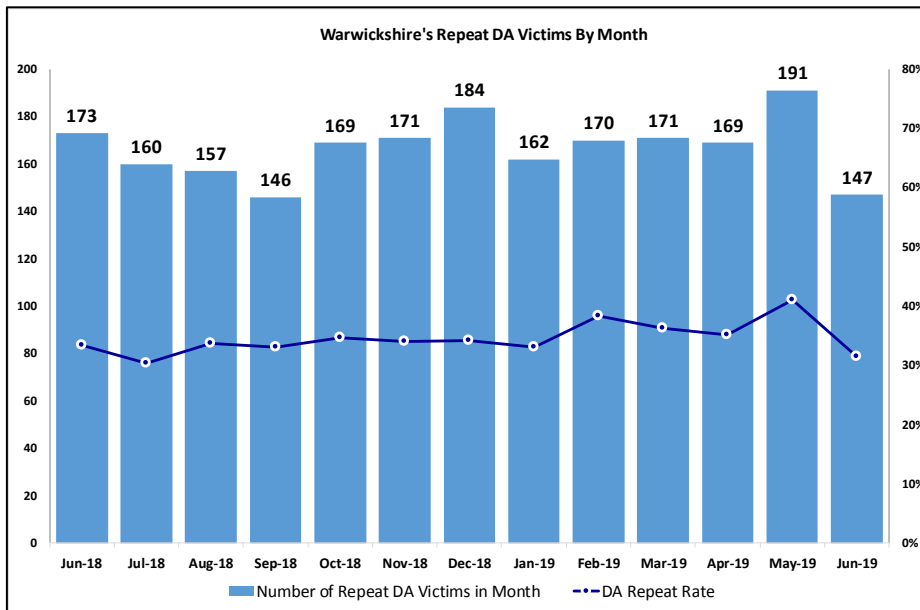
	Apr-19	May-19	Jun-19
<b>First Contact</b>	96%	96%	96%
<b>Actions</b>	89%	89%	89%
<b>Follow Up</b>	66%	65%	64%
<b>Treatment</b>	90%	90%	90%
<b>Whole Experience</b>	85%	85%	84%



	Apr-19	May-19	Jun-19
"I feel safer as a result of contacting the police"	84%	83%	82%
"I feel the police care about me"	88%	88%	87%
"I feel confident to contact the police again"	91%	91%	91%
"I would recommend contacting the police to others in a similar situation"	93%	93%	93%

The results of these surveys continue to be pleasing and show that Warwickshire staff provide a generally high level of service to victims of domestic abuse. However despite the generally positive results, follow up continues to be an area where there is most scope for improvement.

### Domestic Abuse Repeat Victimisation



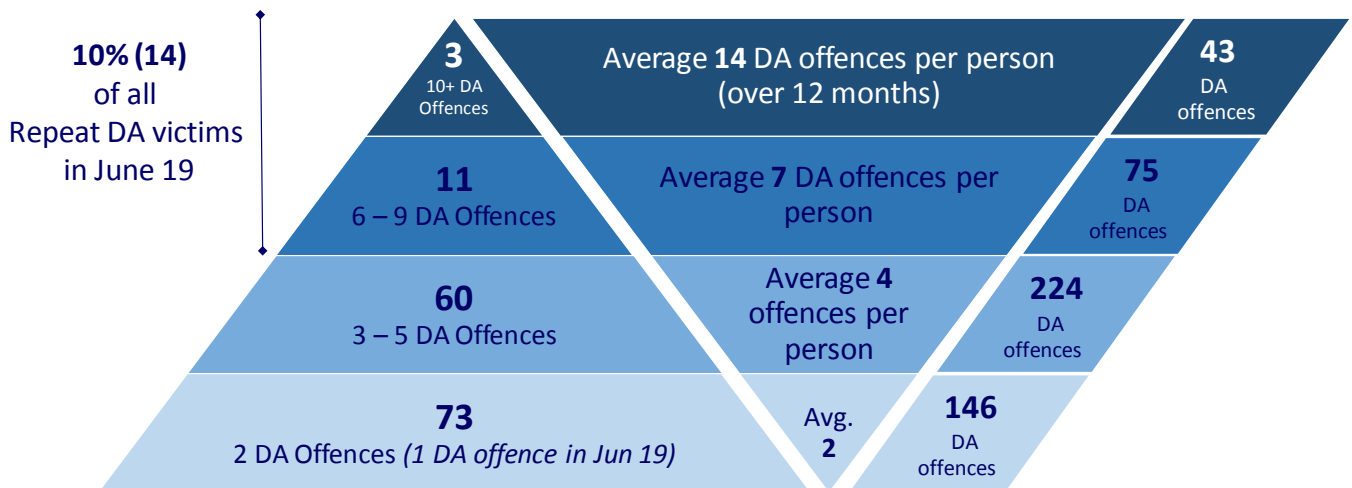
In June, 31% (147) of all DA victims (468) were repeat DA victims (subject to at least one further DA offence in the last 12 months). This is a notable decrease in the number and rate of repeat victims compared to the previous month (191, 41%) and the preceding months before then.

This decrease appears to be at odds with the overall trend in repeat victims which has seen only a marginal decrease in June.

24 (16%) of June's repeat DA victims were also a repeat DA victim in May, with 7 individuals (5%) being a repeat DA victim in each of the last 3 months – April, May and June.

4 (3%) of June's repeat victims were also a repeat victim in April but were dormant in May.

### Breakdown of Repeat DA Victims in June by Number of DA Offences



June's repeat DA victim cohort amounts to 488 DA offences recorded in the last 12 months, of which 212 DA offences were recorded in June.

3 individuals have been a victim of 10+ DA offences in the last 12 months. They represent 43 DA offences, of which 5 were recorded in June. Two of these DA repeat victims featured in the '10+ DA offence' category in May's report.

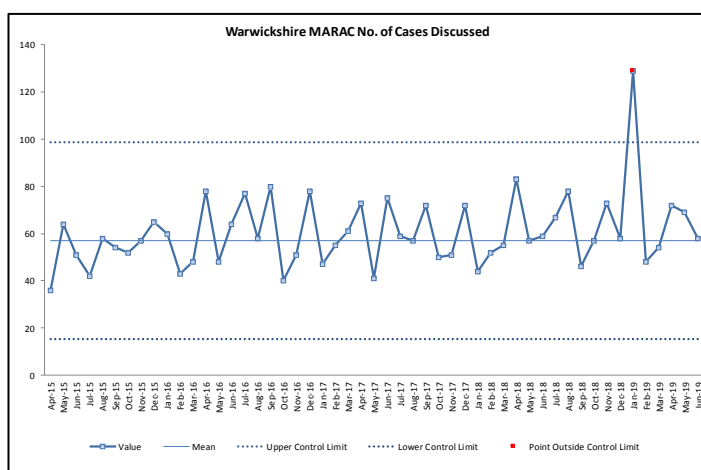
## Domestic Violence Protection Notices (DVPNs)

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.

	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	Apr-19	May-19	Jun-19
Warwickshire	4	4	1	3	11	11	5	3	6	15	21	15	7

## 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.



58 cases were discussed at Warwickshire MARACs in June (8 repeat cases). This is a decrease compared to May (69) and in line with the monthly average (57).

### Outcome Rate – Short term trends

A review has been undertaken on the reporting of outcomes. By excluding those offences that are yet to receive an outcome, this provides a more 'like for like' and stable comparison to be made between time periods.

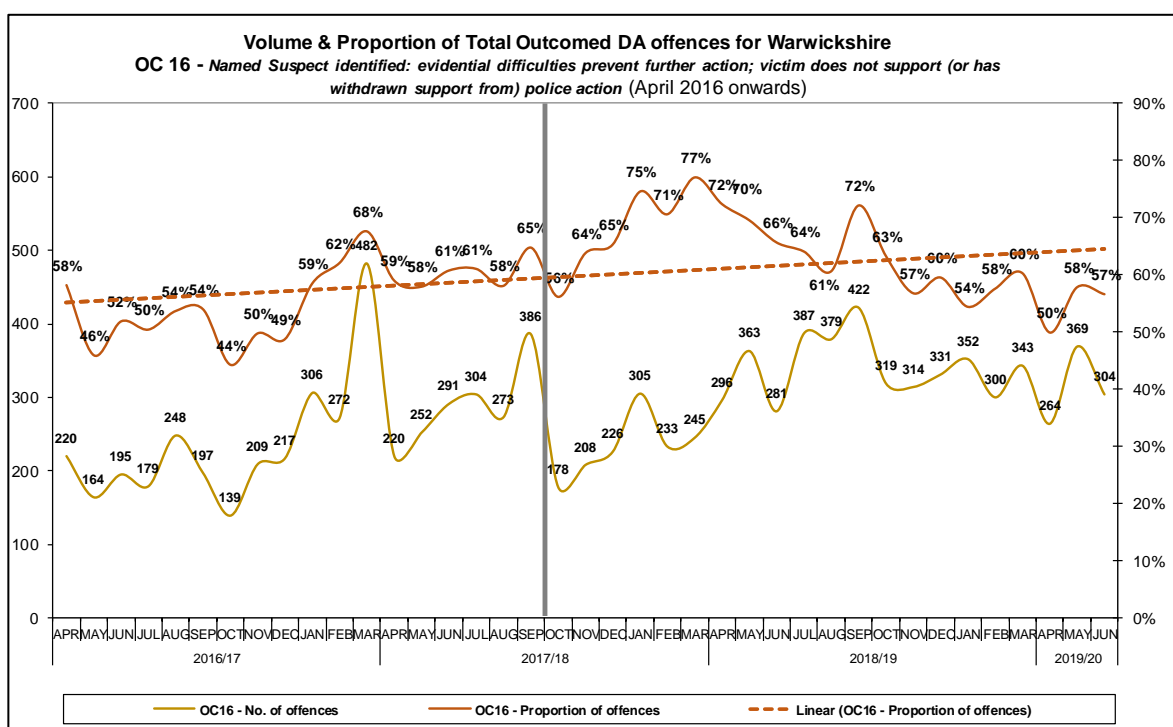
**PLEASE DO NOT USE THE BELOW TO COMPARE WITH %s FROM MONTHLY REPORTS PRIOR TO APRIL 2019.**

The data presented here is a rolling 3 month picture, showing the overall outcome rate (% of DA offences recorded in the period that have been outcomed) and a breakdown by outcome type.

		Outcomed Volumes and % Outcomed							
		Jan 19 - Mar 19		Feb 19 - Apr 19		Mar 19 - May 19		Apr 19 - Jun 19	
Action Taken	OC1,1A,2,2A,3,3A,4,6,7,8	126	11.6%	154	11.6%	152	13.0%	147	12.7%
No Action Taken	OC5,9,10,11,12,13,15,16,17	889	82.0%	828	82.0%	954	81.4%	936	81.0%
Investigation complete - no suspect identified	OC14,18	42	3.9%	34	3.9%	42	3.6%	49	4.2%
Other*	OC20,21,22	27	2.5%	26	2.5%	24	2.0%	24	2.1%
<b>Total Recorded and Outcomed</b>		<b>1,084</b>	<b>100%</b>	<b>1,042</b>	<b>100%</b>	<b>1,172</b>	<b>100%</b>	<b>1,156</b>	<b>100%</b>
<b>Total Recorded</b>		<b>1,643</b>		<b>1,630</b>		<b>1,664</b>		<b>1,650</b>	
<b>Outcome Rate</b>		<b>66.0%</b>		<b>63.9%</b>		<b>70.4%</b>		<b>70.1%</b>	

- 70% (1,156) of DA offences recorded in Apr – Jun were assigned an outcome within the same three-month period. This is the same rate as Mar – May (70%).
- 13% (147) of recorded/ outcomed offences (1,156) in Apr - Jun were assigned an 'action taken' outcome within the same three-month period. The proportion and volume remains comparable with the previous three-month period (13%, 152).

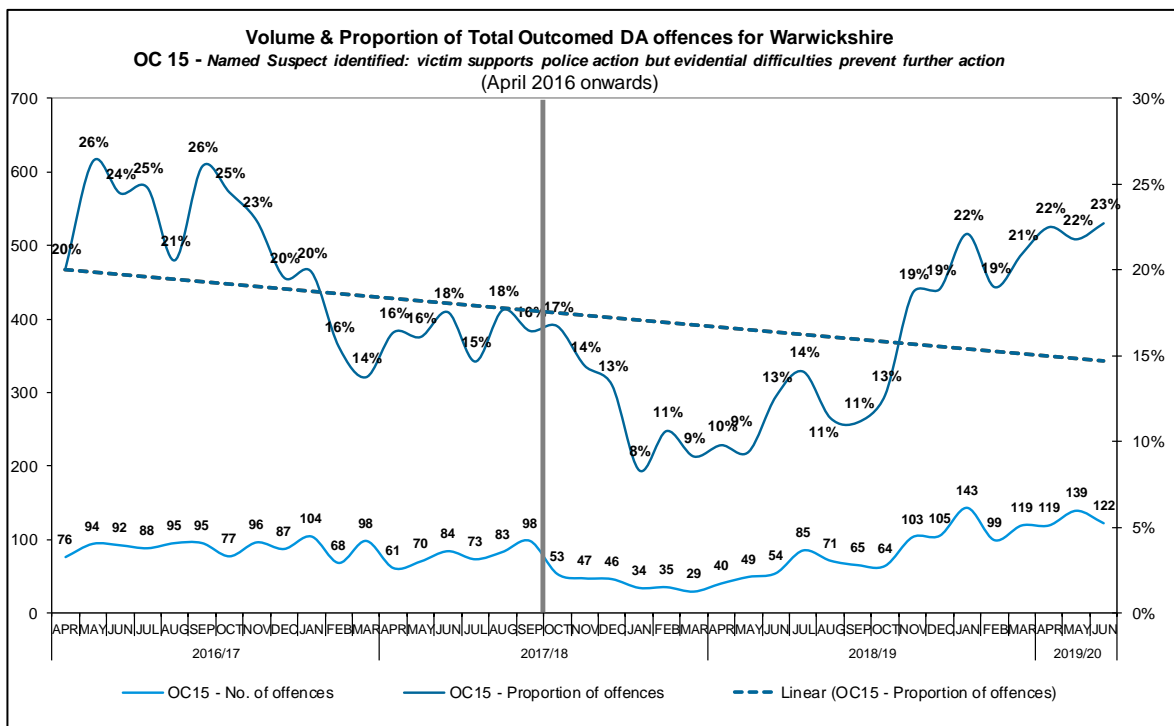
### Outcome 16 – Monthly outcome trends





- From September 18 (421, 72%), a downward trend has been seen in both the number and proportion of DA offences resulting in Outcome 16 and now the proportion of Outcome 16 offences sit within a range from 50% to 60%.
- 304 offences resulted in Outcome 16 in June. This is a substantial decrease on the previous month (369). The proportion of offences resulting in Outcome 16 (57%) in June has decreased by 1 percentage point from 58% in May.

**Outcome 15 – Monthly outcome trend**



- Since November 18, there has been an increase in the use of Outcome code 15: - 'Named Suspect identified: victim supports police action but evidential difficulties prevent further action' as shown by the chart.
- 122 DA offences resulted in Outcome 15 in June. This is a decrease on the previous month (139) yet the proportion of offences resulting in Outcome 15 (23%) in June has increased by 1 percentage point from 22% in May. This is the highest proportion seen for Outcome 15 since November 16.

## Child at Risk / Child Sexual Exploitation

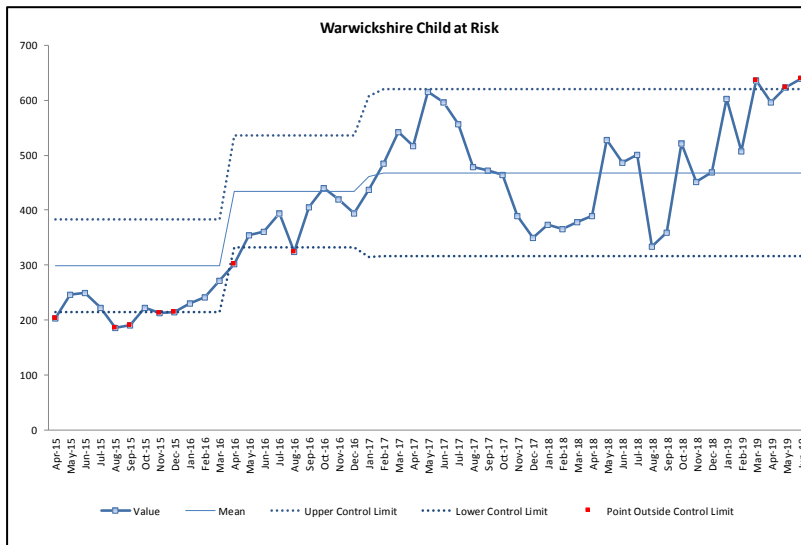
Signs of Improvement would be:

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

Child at Risk and Child Sexual Exploitation offences are identified for analysis purposes through the application of appropriate keywords in the crime recording system.

The continuing increase in reporting is likely to be influenced by an increased focus on the correct application of keywords which was instigated in March 2019.

### Child at Risk

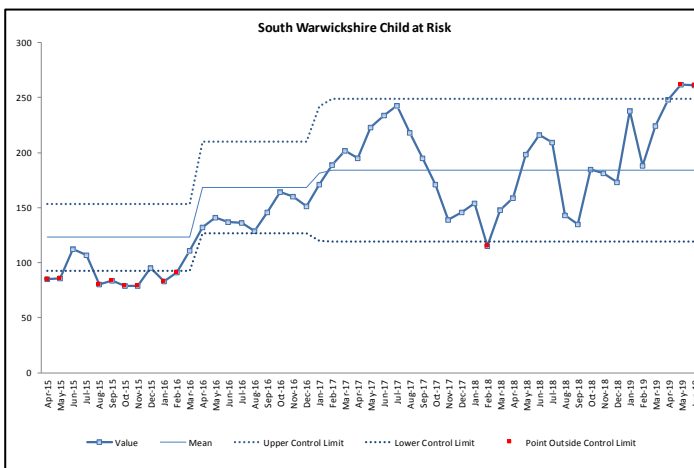


	Apr-19	May-19	Jun-19
North Warwickshire	349	362	379
South Warwickshire	248	262	261
Warwickshire	597	624	640

640 'child at risk' markers were applied to offences/incidents in June. This is an increase compared to the previous month (624) and volumes remain significantly above the monthly average (468). It is likely that the continued scrutiny in the application of markers along with usual seasonal uplifts has contributed to current levels.

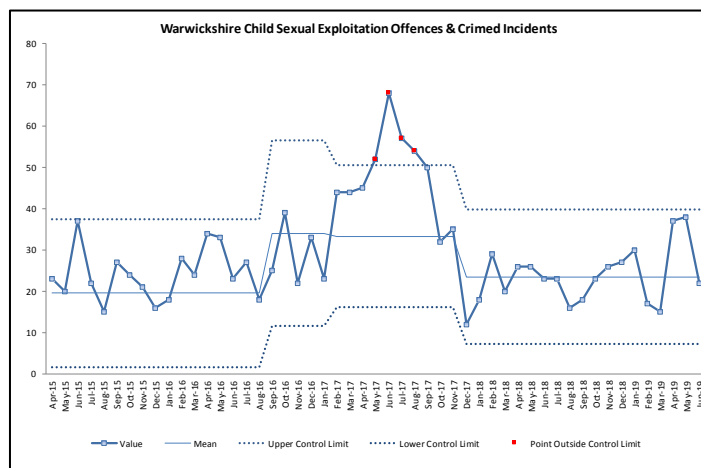
Exceptional volumes were seen across South Warwickshire for the second consecutive month.

Increased volumes were seen across North Warwickshire in June.



261 'child at risk' offences/incidents were recorded across South Warwickshire in June; comparable with May (262) and volumes remain significantly above the monthly average (184).

## Child Sexual Exploitation



‘Child Sexual Exploitation’ (CSE) is a specific behaviour, 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.

22 CSE offences/ incidents were recorded in June; a reduction compared to May (38) and in line with the monthly average (24).

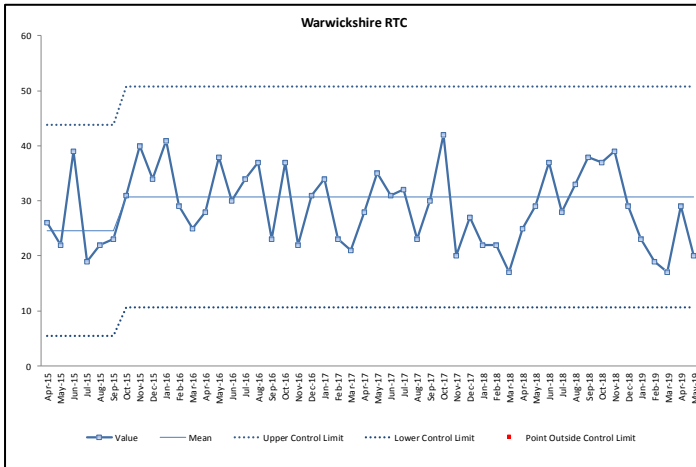
Reduced volumes were seen across North Warwickshire in June.

Of the 15 offences recorded 60% (9) are ‘recent’ offences. This is above the monthly average (55%).

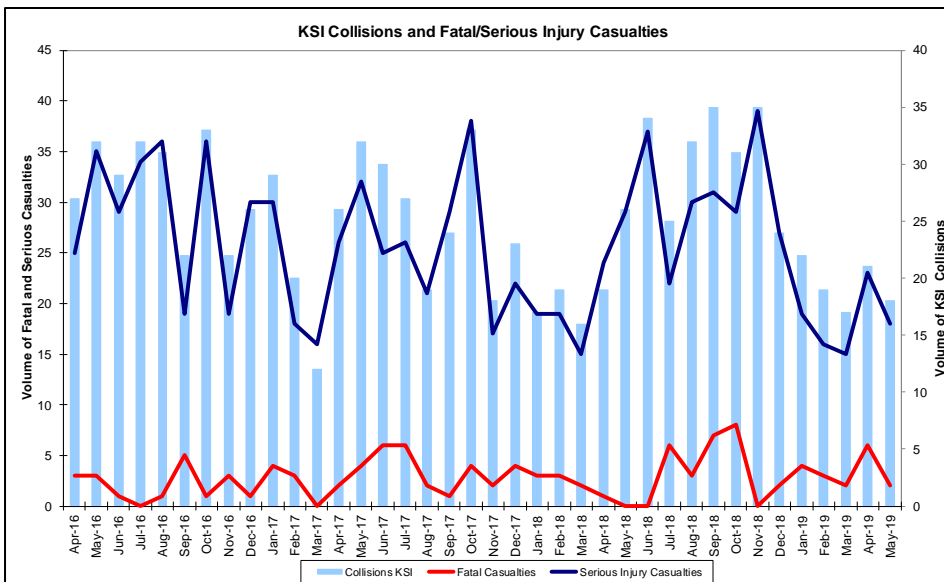
## Road Traffic Casualties

### Signs of Improvement would be:

- ❖ Reduction in fatal and serious injury casualties



	Mar-19	Apr-19	May-19
North Warwickshire	8	13	16
South Warwickshire	9	16	4
<b>Warwickshire</b>	<b>17</b>	<b>29</b>	<b>20</b>



In June<sup>2</sup> there were 5 road deaths – 3 motorcyclists, 1 car driver and 1 pedestrian.

3 fatalities occurred in South Warwickshire and 2 in North Warwickshire.

In May over two thirds (77%) of all fatal and serious injury casualties were car drivers or passengers; 13% were motorcyclists and 8% were goods vehicles.

Speed enforcement operates through fixed and mobile enforcement cameras at 74 sites across Warwickshire and 13,924 offences have been recorded from April to June 2019.

<sup>2</sup> At the time of publication data regarding serious injury casualties in June 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.

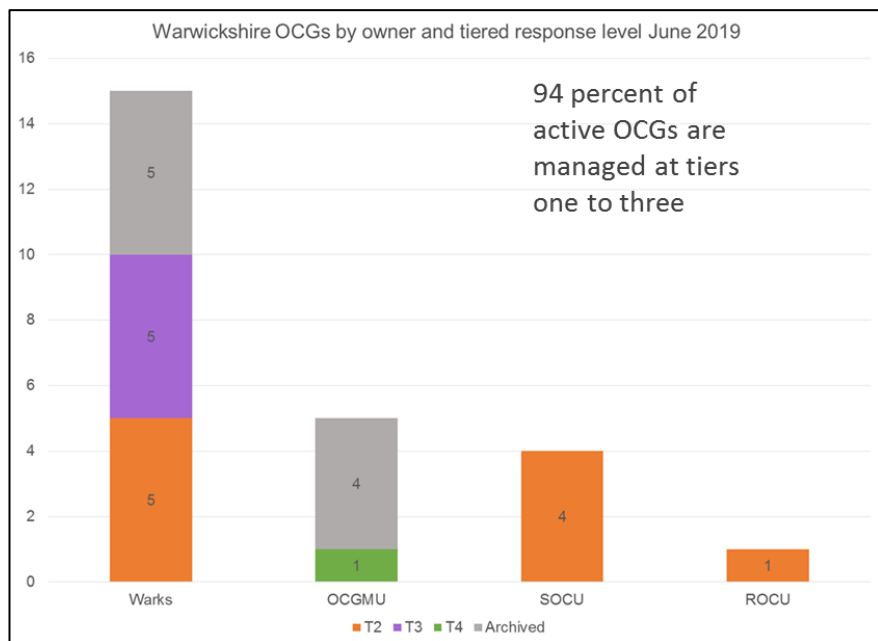
## Serious Organised Crime

### Signs of Improvement would be:

- ❖ Improved reporting of disruption activity against Organised Crime Groups

OCG management is delivered locally through the LRO who tasks local officers and staff with the delivery of objectives in line with their “4P” plan (Pursue, Prevent, Protect, and Prepare).

As at June 2019, there were 16 active and a further 9 archived OCGs across Warwickshire.



### Disruptions Apr – Jun 2019

#### Disruption Type

- 0 Major
- 4 Moderate
- 16 Minor

#### Judicial Outcomes

- 16 arrests
- 4 charges
- 6 convictions

#### Recoveries / Seizures

- Cannabis (awaiting forensic results)
- Heroin (awaiting forensic results)
- 0.5 kg other Class A drug (Cocaine)
- 0 firearm seized

#### Safeguarding

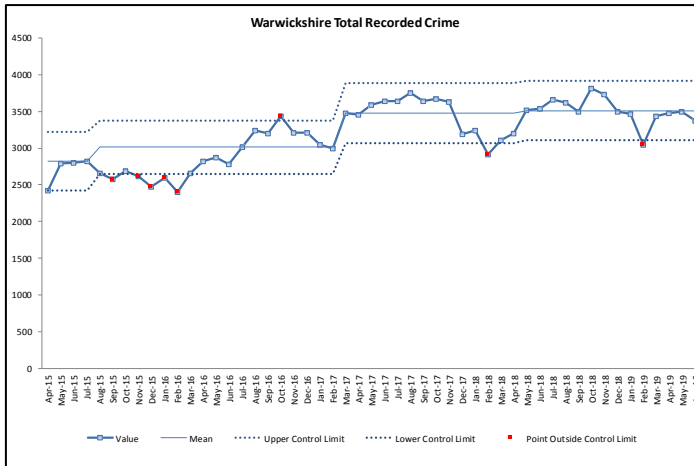
- 2 children safeguarded
- 3 adults safeguarded

# Preventing & Reducing Crime

## Total Recorded Crime

### Signs of Improvement would be:

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



	Apr-19	May-19	Jun-19
North Warwickshire	1976	1992	1863
South Warwickshire	1499	1505	1510
<b>Warwickshire</b>	<b>3475</b>	<b>3497</b>	<b>3373</b>

3,373 offences were recorded across Warwickshire in June. This is a reduction compared to May (3,497) and below the monthly average (3,511).

As total recorded crime follows a generally seasonal pattern, we would still expect to see an increase in volumes in the next few months as we go into the summer months.

Reduced volumes were seen in North Warwickshire in June.

The table below shows a comparison between districts. 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 districts are highlighted in the table.

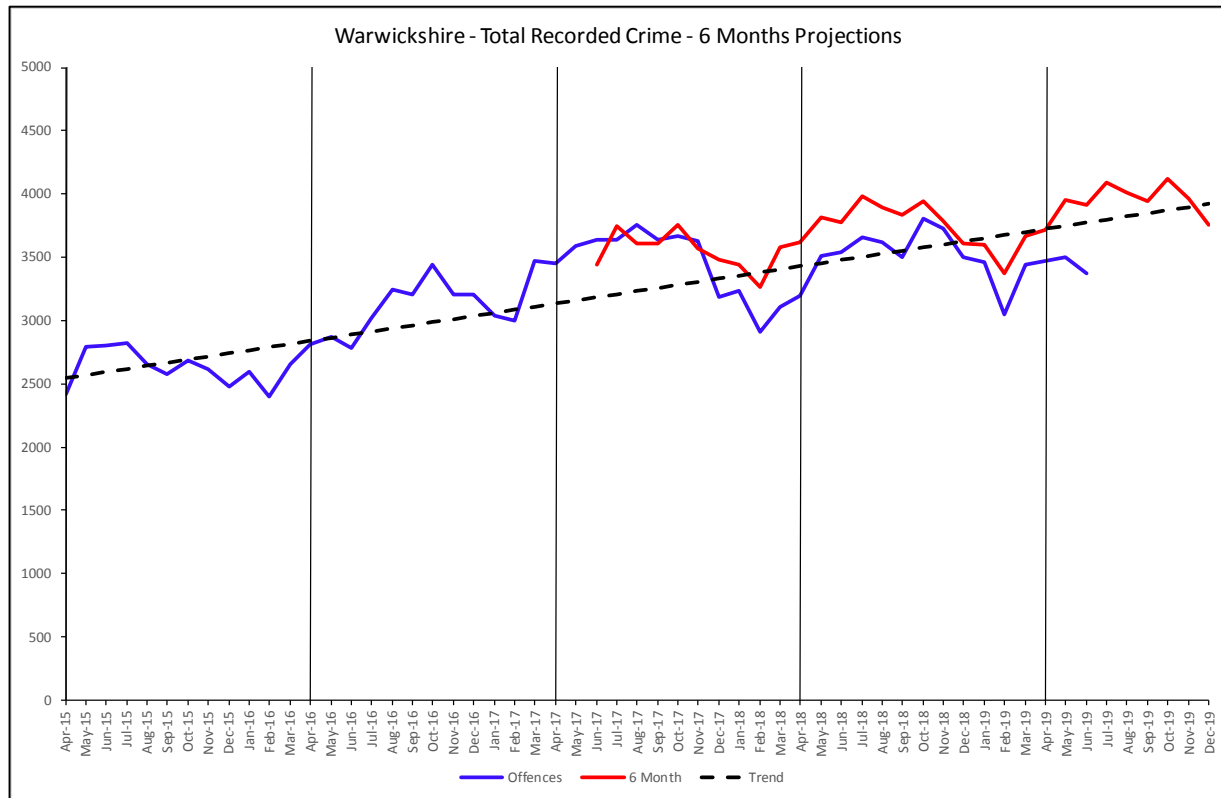
### District Comparison by Crime Type

The following table indicates the crime volumes per 1,000 population for each district. The shading indicates an increase in the crime rate compared to the previous month.

*Data is based on ONS mid-2017 population estimates*

	Warwickshire				North Warks District				Nuneaton & Bedworth District				Rugby District				Stratford District				Warwick District			
	Last Month	Per 1,000 Pop	Per 1,000 Pop (-1)	Per 1,000 Pop (-2)	Last Month	Per 1,000 Pop	Per 1,000 Pop (-1)	Per 1,000 Pop (-2)	Last Month	Per 1,000 Pop	Per 1,000 Pop (-1)	Per 1,000 Pop (-2)	Last Month	Per 1,000 Pop	Per 1,000 Pop (-1)	Per 1,000 Pop (-2)	Last Month	Per 1,000 Pop	Per 1,000 Pop (-1)	Per 1,000 Pop (-2)	Last Month	Per 1,000 Pop	Per 1,000 Pop (-1)	Per 1,000 Pop (-2)
Violence With Injury	422	0.75	0.67	0.68	65	1.01	0.61	0.69	126	0.98	0.80	1.05	62	0.58	0.66	0.56	68	0.56	0.48	0.55	101	0.72	0.78	0.57
Violence Without Injury	714	1.26	1.34	1.34	74	1.15	1.29	1.17	190	1.48	1.86	1.62	132	1.24	1.47	1.41	157	1.28	1.00	1.11	161	1.15	1.13	1.34
Rape	37	0.07	0.08	0.06	6	0.09	0.03	0.11	7	0.05	0.05	0.05	8	0.08	0.09	0.08	7	0.06	0.08	0.06	9	0.06	0.11	0.04
Other Sexual Offences	70	0.12	0.15	0.14	4	0.06	0.09	0.09	28	0.22	0.16	0.22	18	0.17	0.24	0.16	8	0.07	0.13	0.12	12	0.09	0.14	0.08
Business Robbery	8	0.01	0.01	0.02	3	0.05	0	0.02	3	0.02	0.02	0.02	0	0	0.01	0.01	2	0.02	0	0	0	0	0	0.03
Personal Robbery	25	0.04	0.05	0.07	2	0.03	0.02	0.05	8	0.06	0.10	0.11	2	0.02	0.08	0.12	6	0.05	0.02	0.05	7	0.05	0.02	0.04
Vehicle Offences	377	0.67	0.65	0.64	43	0.67	0.92	0.73	75	0.58	0.57	0.71	63	0.59	0.43	0.51	89	0.73	0.74	0.74	107	0.76	0.69	0.56
Theft from Person	28	0.05	0.08	0.05	0	0	0.02	0.03	11	0.09	0.09	0.07	8	0.08	0.13	0.02	5	0.04	0.02	0.07	4	0.03	0.12	0.06
Bicycle Theft	44	0.08	0.12	0.08	1	0.02	0.02	0.05	9	0.07	0.14	0.04	12	0.11	0.17	0.11	6	0.05	0.05	0.10	16	0.11	0.17	0.09
Shoplifting	275	0.49	0.59	0.52	14	0.22	0.44	0.41	97	0.75	0.71	0.75	41	0.39	0.55	0.46	23	0.19	0.27	0.35	100	0.71	0.85	0.58
All Criminal Theft Offences	394	0.70	0.70	0.72	58	0.90	0.89	0.83	62	0.48	0.48	0.73	80	0.75	0.57	0.60	113	0.92	0.79	0.80	81	0.58	0.87	0.71
Criminal Damage & Arson	330	0.58	0.65	0.61	42	0.66	0.84	0.62	94	0.73	0.74	0.64	68	0.64	0.77	0.76	54	0.44	0.48	0.53	72	0.51	0.53	0.56
Other Crimes Against Society	367	0.65	0.61	0.63	41	0.64	0.69	0.36	95	0.74	0.75	0.89	87	0.82	0.64	0.67	54	0.44	0.50	0.48	90	0.64	0.53	0.62
Burglary – Business & Community (incl. Res. non-dwelling)	155	0.27	0.31	0.38	20	0.31	0.51	0.50	12	0.09	0.29	0.40	22	0.21	0.28	0.23	69	0.56	0.41	0.46	32	0.23	0.19	0.34
Burglary - Residential (dwelling only)	127	0.22	0.23	0.29	17	0.27	0.37	0.27	27	0.21	0.29	0.44	26	0.24	0.17	0.15	28	0.23	0.21	0.25	29	0.21	0.19	0.29
<b>Total Recorded Crime</b>	<b>3373</b>	<b>5.97</b>	<b>6.24</b>	<b>6.24</b>	<b>390</b>	<b>6.08</b>	<b>6.74</b>	<b>5.91</b>	<b>844</b>	<b>6.56</b>	<b>7.04</b>	<b>7.75</b>	<b>629</b>	<b>5.91</b>	<b>6.26</b>	<b>5.86</b>	<b>689</b>	<b>5.63</b>	<b>5.18</b>	<b>5.66</b>	<b>821</b>	<b>5.85</b>	<b>6.32</b>	<b>5.90</b>

The following chart provides a 6 month projection for total recorded crime offences. At force level, the recorded volumes over the last few months have been below our projections, however following a similar pattern. The usual seasonal pattern is for total recorded crime to increase over the next few months.





## Crime Outcomes

A review has been undertaken on the reporting of outcomes. By excluding those offences that are yet to receive an outcome, this provides a more 'like for like' and stable comparison to be made between time periods.

**PLEASE DO NOT USE THE BELOW TO COMPARE WITH %s FROM MONTHLY REPORTS PRIOR TO APRIL 2019.**

### Outcome Rate – Short term trends

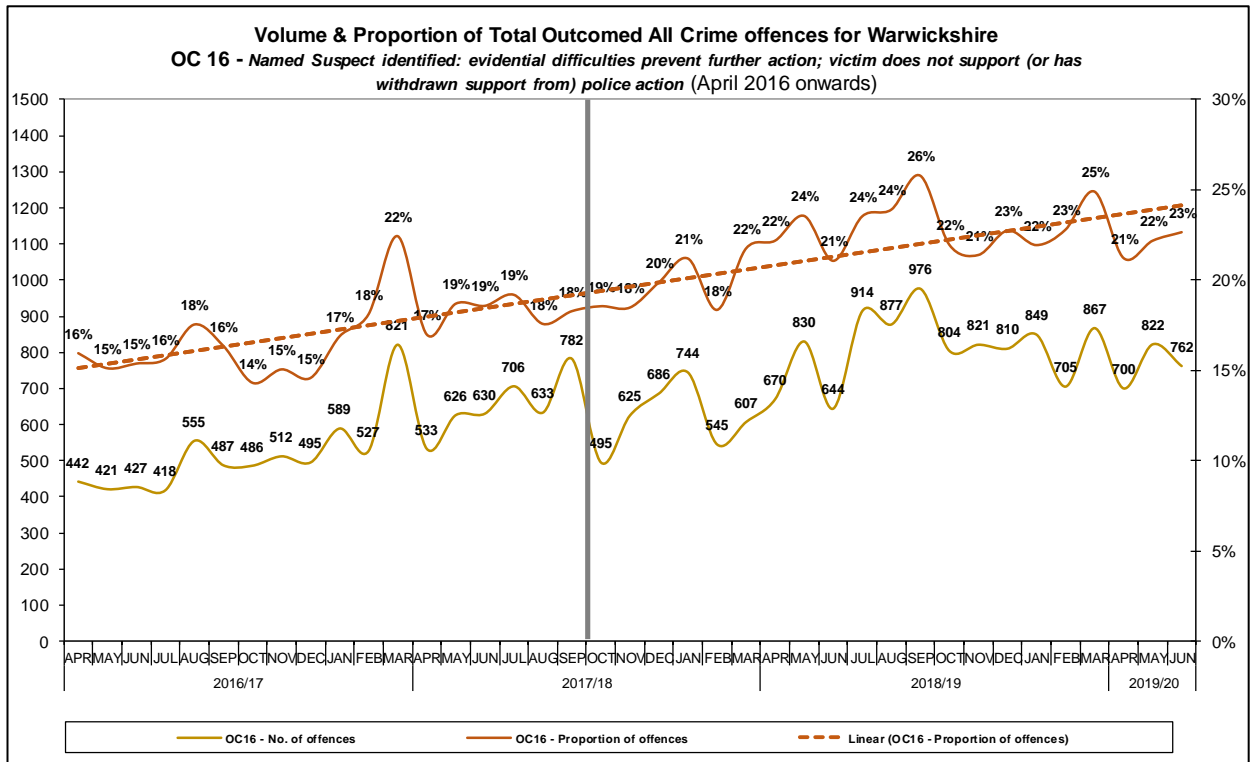
The data presented here is a rolling 3 month picture, showing the overall outcome rate (% of offences recorded in the period that have been outcomed) and a breakdown by outcome type.

		Outcomed Volumes and % Outcomed							
		Jan 19 - Mar 19		Feb 19 - Apr 19		Mar 19 - May 19		Apr 19 - Jun 19	
Action Taken	OC1,1A,2,2A,3,3A,4,6,7,8	509	7.1%	596	7.1%	641	8.3%	579	7.6%
No Action Taken	OC5,9,10,11,12,13,15,16,17	2,168	30.1%	2,113	30.1%	2,409	31.2%	2,445	32.0%
Investigation complete - no suspect identified	OC14,18	4,228	58.7%	4,097	58.7%	4,350	56.3%	4,278	56.1%
Other*	OC20,21,22	302	4.2%	296	4.2%	333	4.3%	327	4.3%
<b>Total Recorded and Outcomed</b>		<b>7,207</b>	<b>100%</b>	<b>7,102</b>	<b>100%</b>	<b>7,733</b>	<b>100%</b>	<b>7,629</b>	<b>100%</b>
<b>Total Recorded</b>		<b>9,944</b>		<b>9,959</b>		<b>10,411</b>		<b>10,340</b>	
<b>Outcome Rate</b>		<b>72.5%</b>		<b>71.3%</b>		<b>74.3%</b>		<b>73.8%</b>	

- 74% (7,629) of all offences recorded Apr - Jun (10,340) were assigned an outcome within the same 3 month period, remaining stable with the previous three month period (Mar - May, 74%).
- 8% (579) of offences recorded in Apr - Jun (7,629) were assigned an 'action taken' outcome within the period, a decrease in volume compared to the previous 3 rolling time period, whilst the proportion rate remains consistent.

### Outcome 16 – Monthly outcome trends

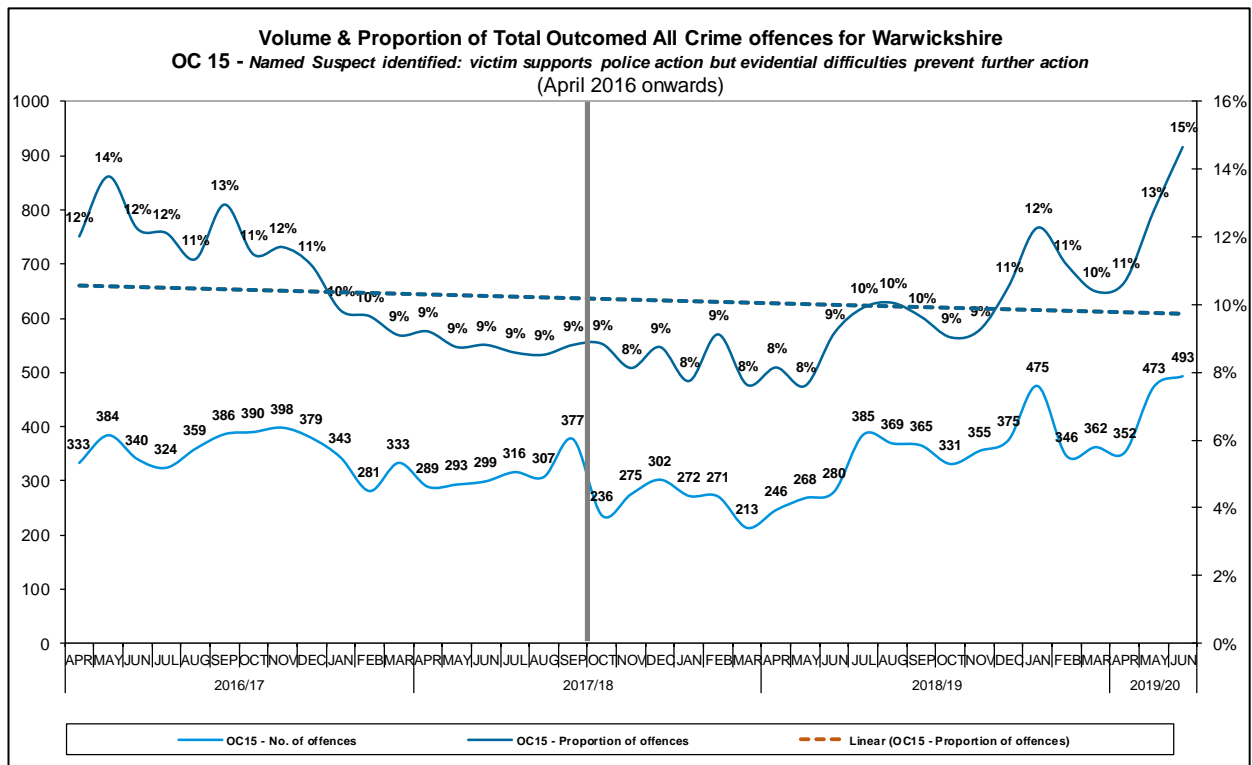
The following chart shows the volume and proportion of total recorded offences outcomed per month by 'Outcome code 16' regardless of when they were recorded.



- Since April 16, there has been an upward trend in the number and proportion of total recorded offences resulting in Outcome 16.
- The proportion of offences resulting in Outcome 16 (23%) in June has increased by 1 percentage point from 22% in May.
- For the last 9 months (excluding March), the proportionality of Outcome 16 offences has stabilised within a range from 21% to 23%.

### Outcome 15 – Monthly outcome trends

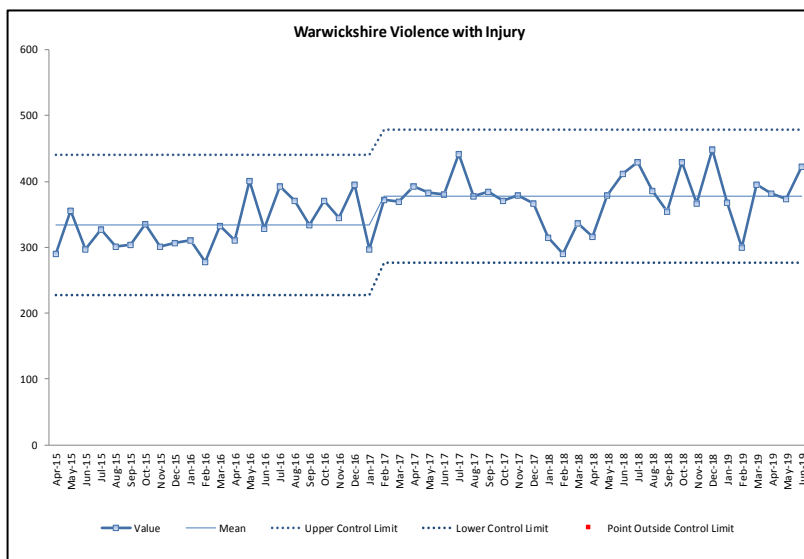
- Since July 18, there has been an increased in the use of Outcome code 15: - 'Named Suspect identified: victim supports police action but evidential difficulties prevent further action' as shown by the following chart.
- 493 offences (15%) resulted in Outcome 15 in June. This is the highest volume and proportion seen for Outcome 15 in the entire timeframe under review. In three months, the proportion of offences resulting in Outcome 15 (15%) in June has increased by 5 percentage points from 10% in March.



## Violence with Injury<sup>3</sup>

### Signs of Improvement would be:

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



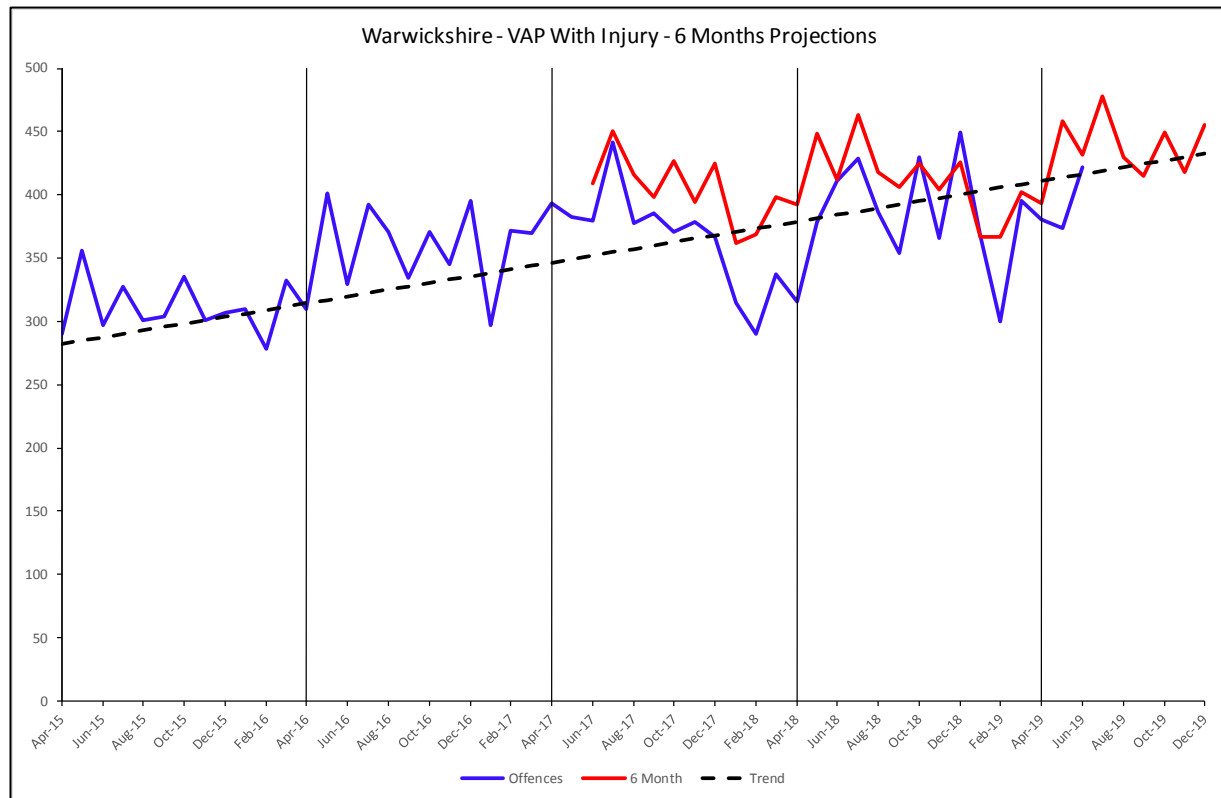
	Apr-19	May-19	Jun-19
North Warwickshire	236	212	253
South Warwickshire	145	162	169
<b>Warwickshire</b>	<b>381</b>	<b>374</b>	<b>422</b>

422 violence with injury offences were recorded in June. This is an increase compared to May (374) and above the monthly average (377).

Increased volumes were seen across both policing areas in June, however volumes remain within the expected range. This was driven by an 18% (51) increase in assault with injury offences.

<sup>3</sup>Violence with Injury includes murder & attempt murder, assault where there is injury or an attempt to inflict injury and death by driving

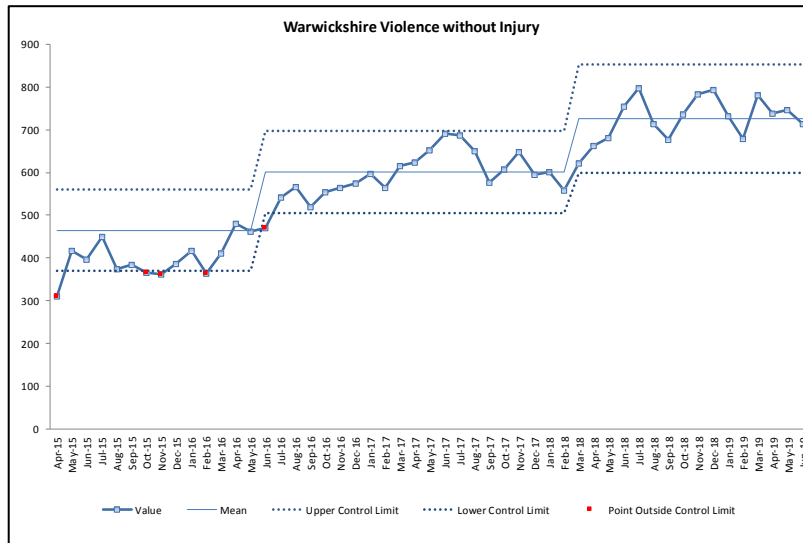
The following chart provides a medium (6 month) projection for violence with injury offences. At force level, the projection indicates an increase in recorded offences in the next few months.



## Violence without Injury

### Signs of Improvement would be:

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

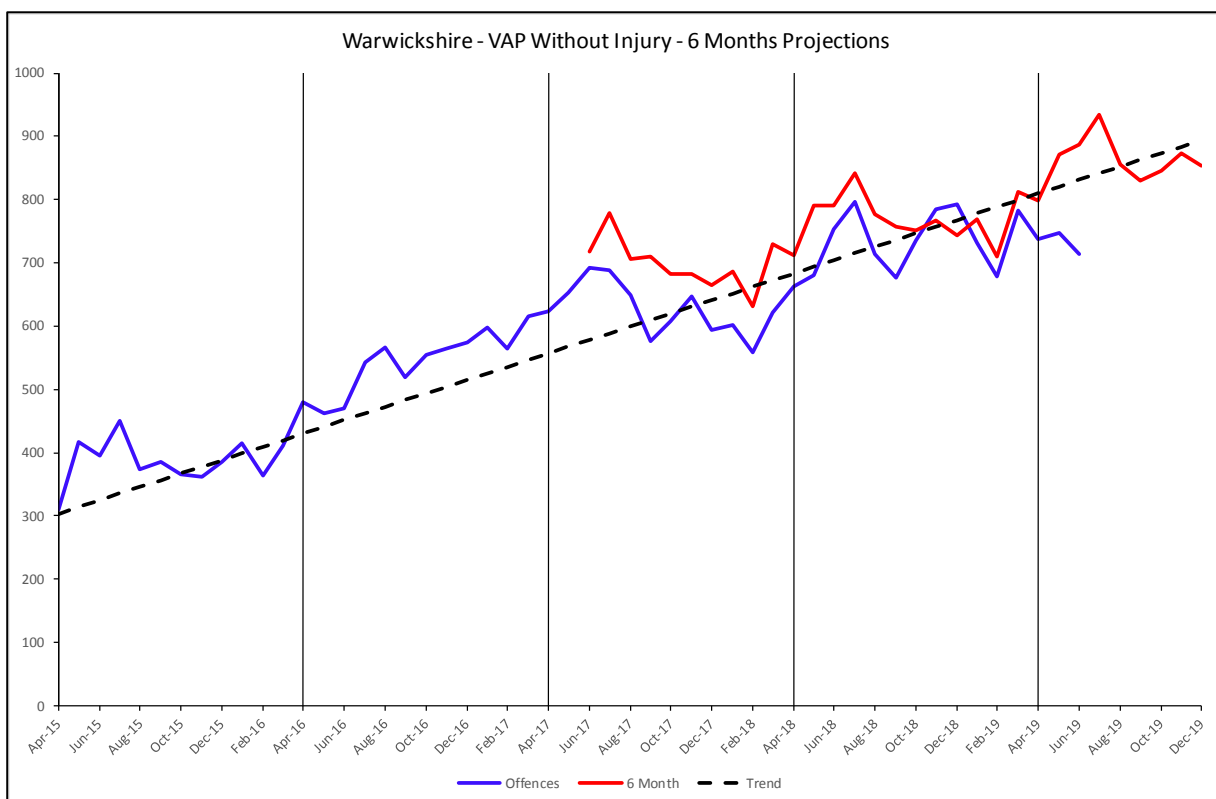


	Apr-19	May-19	Jun-19
North Warwickshire	427	469	396
South Warwickshire	311	278	318
<b>Warwickshire</b>	<b>738</b>	<b>747</b>	<b>714</b>

714 violence without injury offences were recorded in June. This is a reduction compared to May (747) and below the monthly average (726).

Reduced volumes were seen across North Warwickshire in June.

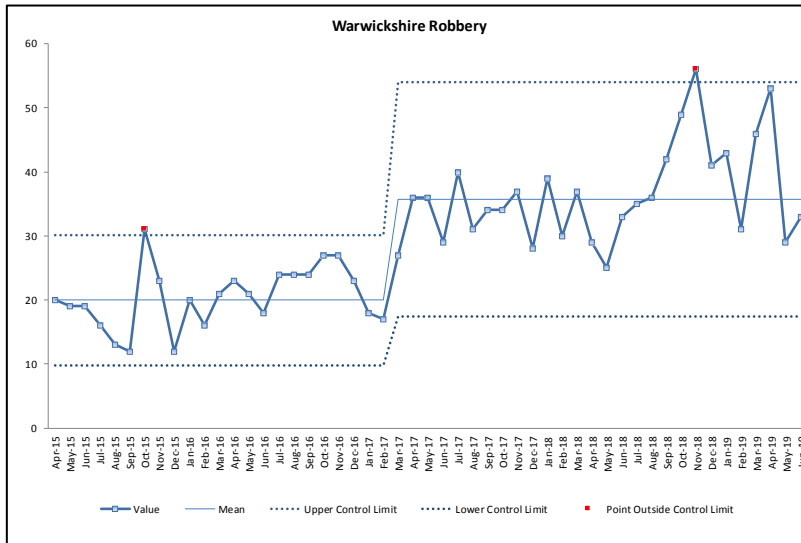
The following chart provides a medium (6 month) projection for violence without injury offences. At force level, the projection indicates an increase in recorded offences over the next few months.



## Robbery

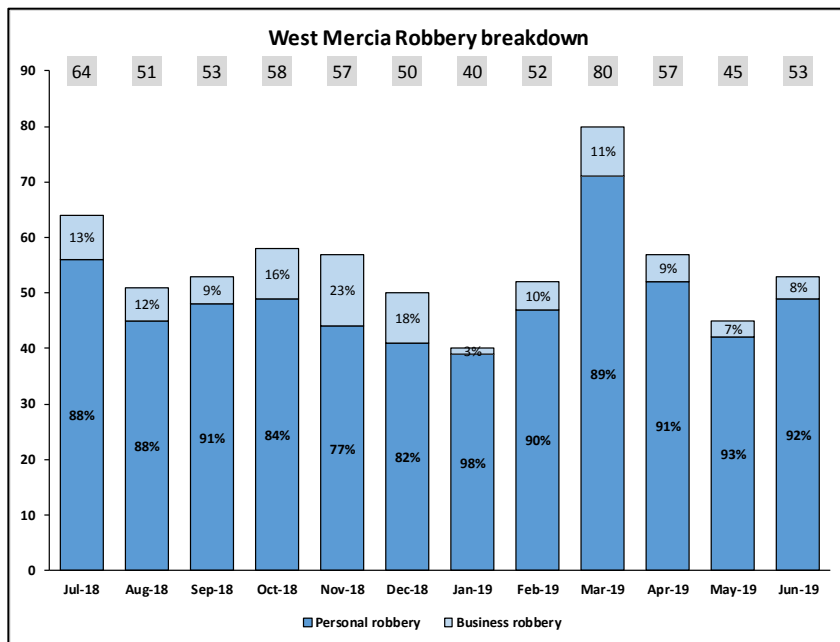
### Signs of Improvement would be:

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



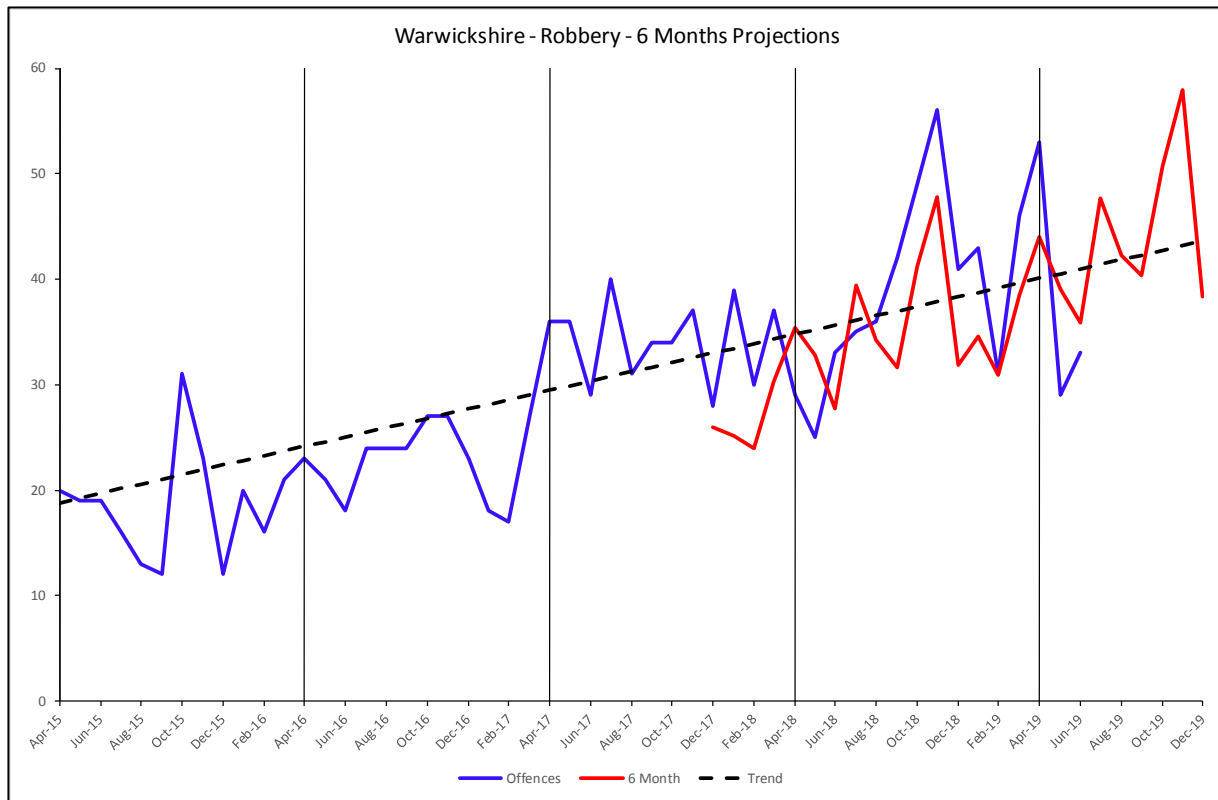
	Apr-19	May-19	Jun-19
North Warwickshire	37	24	18
South Warwickshire	16	5	15
Warwickshire	53	29	33

33 robbery offences were recorded in June. This is an increase compared to May (29) but below the monthly average (36). Increased volumes were recorded across South Warwickshire in June.



Business robbery increased in June slightly with North Warwickshire seeing a larger rise than South Warwickshire. Personal robbery decreased overall with South Warwickshire seeing a significant decrease. However personal robbery remains over 90% of the total robbery for Warwickshire.

The following chart provides a medium (6 month) projection for robbery offences. At force level, volumes are projected to increase in the next few months.

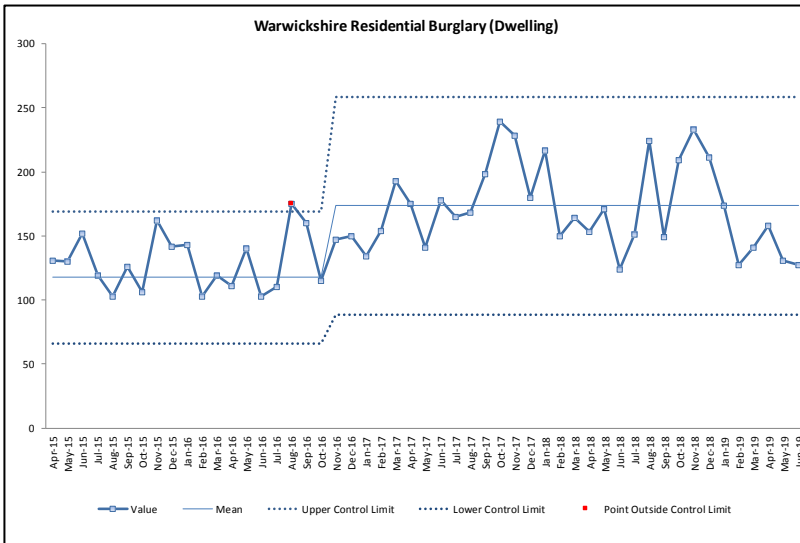




## Residential Burglary - Dwelling

### Signs of Improvement would be:

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

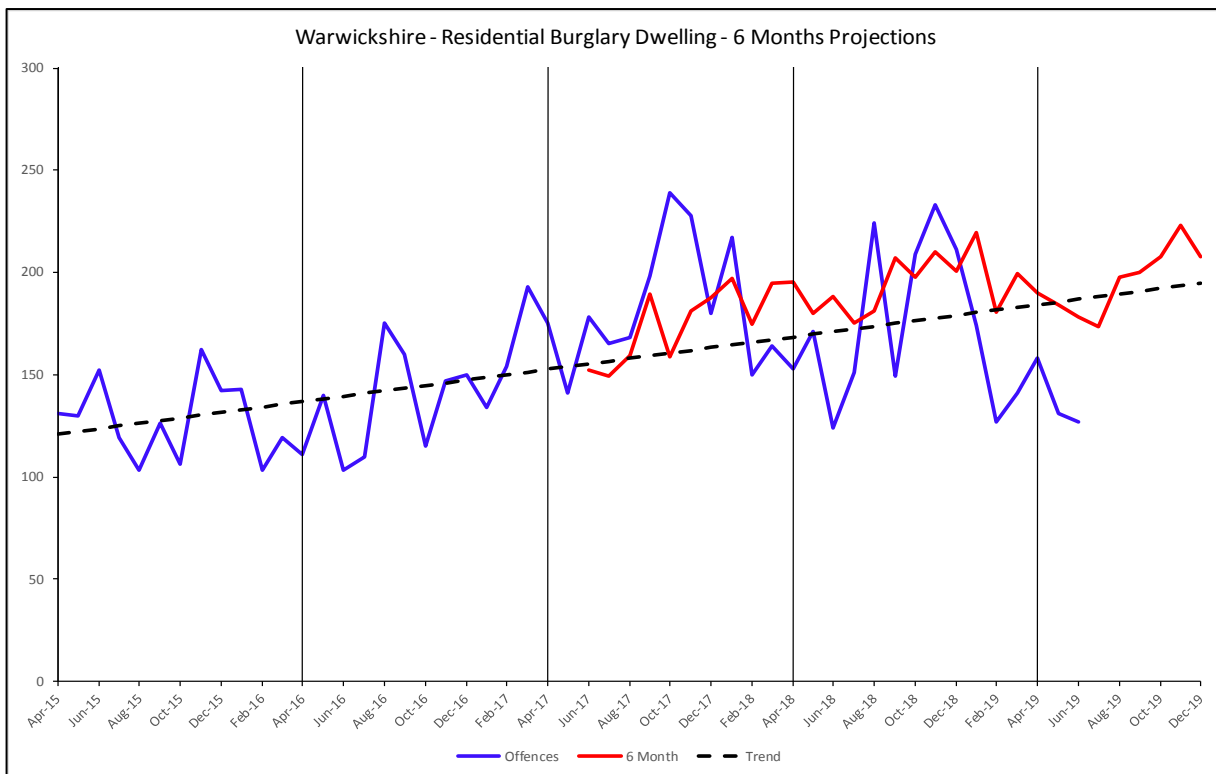


	Apr-19	May-19	Jun-19
North Warwickshire	90	79	70
South Warwickshire	68	52	57
<b>Warwickshire</b>	<b>158</b>	<b>131</b>	<b>127</b>

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.

127 residential burglary-dwelling offences were recorded in June. This is a slight reduction compared to May (131) and below the monthly average (173). Increased volumes were recorded across South Warwickshire in June, however volumes remain within the expected range.

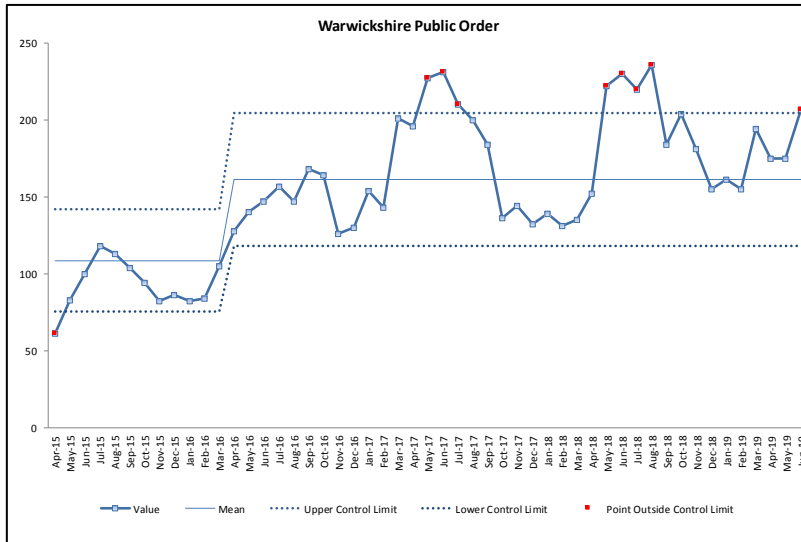
The following chart provides a medium (6 month) projection for residential burglary-dwelling offences. At force level, the recorded volumes are projected to increase in the next few months.



## Public order

### Signs of Improvement would be:

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

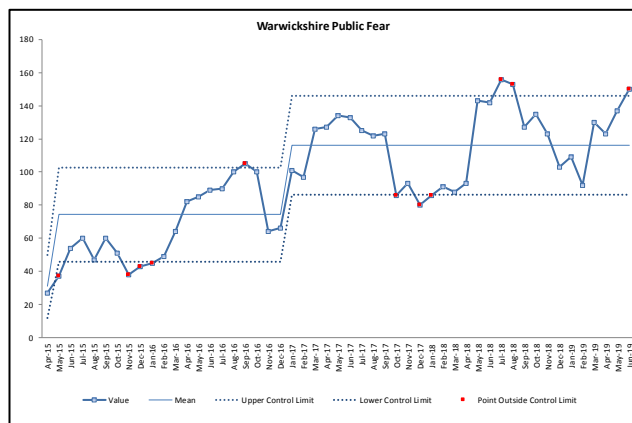


	Apr-19	May-19	Jun-19
North Warwickshire	99	109	131
South Warwickshire	76	66	76
Warwickshire	175	175	207

207 public order offences were recorded in June. This is an increase compared to May (175) and significantly above the monthly average (161). Public order offences follow a typically seasonal pattern, with volumes increasing in the summer months.

Increased volumes were seen across both policing areas in June, however at this level volumes remain within the expected range.

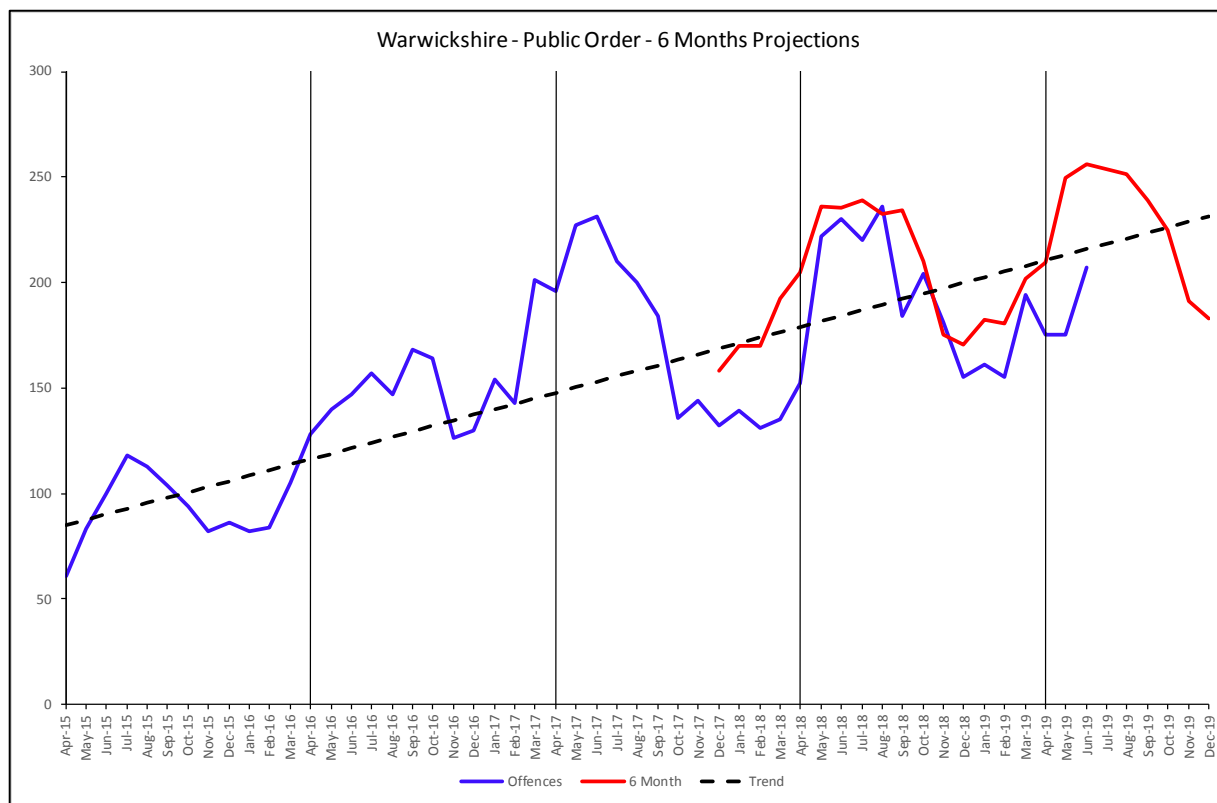
### Public fear, alarm & distress offences



The increase in public order offences is driven by an increase in ‘public fear, alarm & distress’ offences across Warwickshire, specifically North Warwickshire although volumes remain within the expected range.

74% (150) of public order offences across Warwickshire in June were ‘public fear, alarm & distress’ offences, an increase from 137 offences recorded in May. There was also an increase in ‘racially or religiously aggravated harassment’ and ‘affray’ offences.

The following chart provides a medium (6 month) projection for public order offences. At force level, the recorded volumes are projected to increase in the next few months.

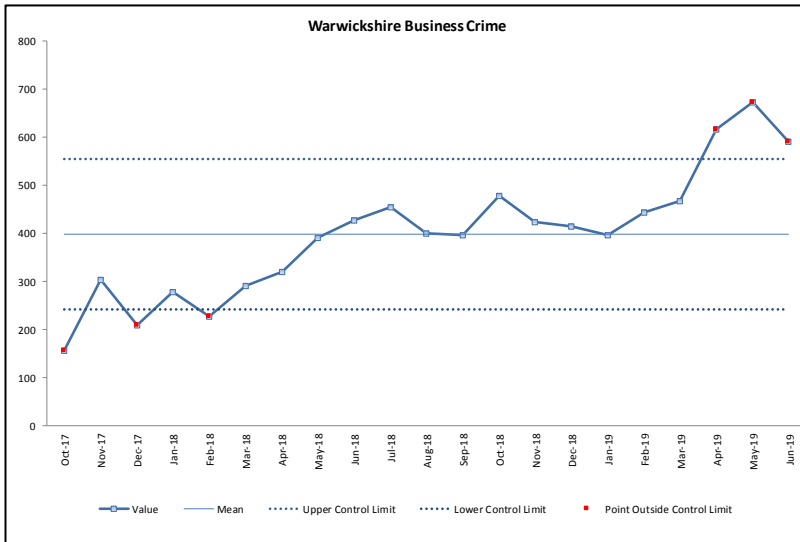


## Business Crime

### Signs of Improvement would be:

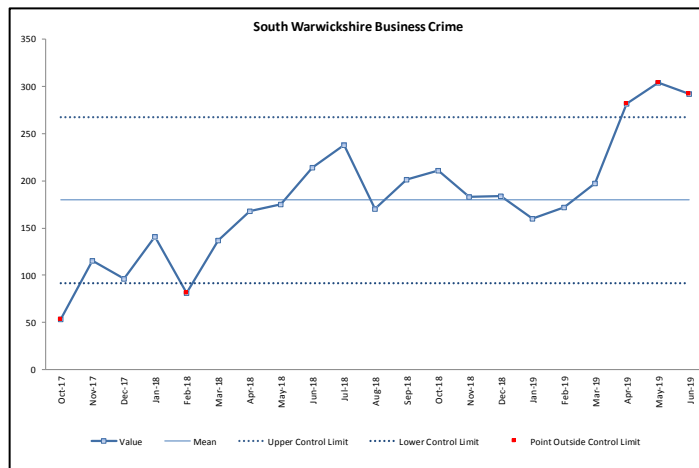
- ❖ Stable volumes of recorded crime

Business crime is identified by the application of a keyword. The charts only shows data from October 2017 as data prior to this is not directly comparable.



	Apr-19	May-19	Jun-19
North Warwickshire	334	370	299
South Warwickshire	282	304	292
<b>Warwickshire</b>	<b>616</b>	<b>674</b>	<b>591</b>

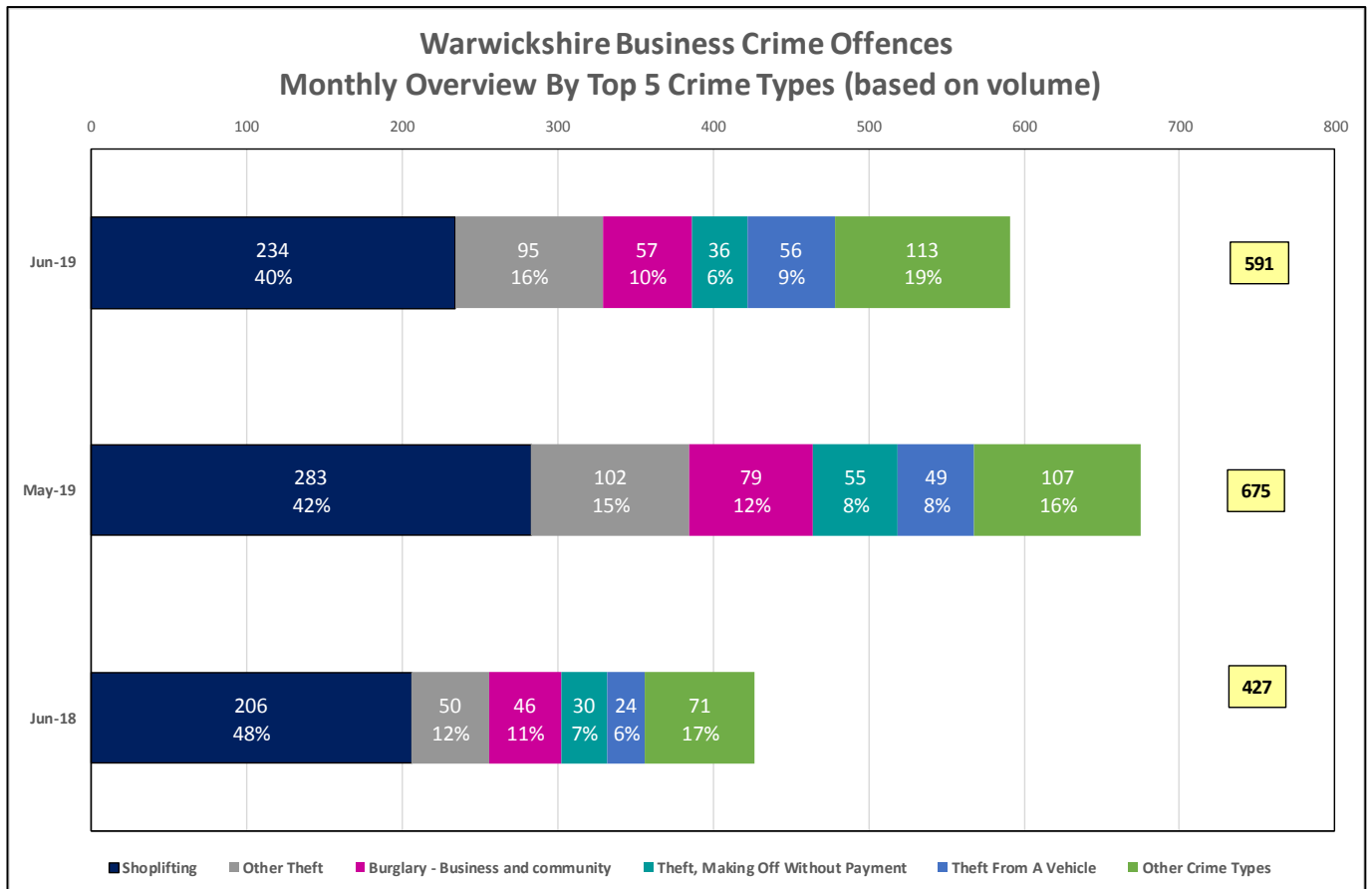
591 business crimes were recorded in June. This is a reduction compared to May (674) but volumes remain significantly above the monthly average (498). Exceptional volumes were seen across South Warwickshire in the last 3 consecutive months.



292 business crimes were recorded in South Warwickshire in June; a reduction compared to May (304) but volumes remain significantly above the monthly average (180).

The increase in reporting reflects trends in shoplifting offences and is also influenced by an increased focus on the correct application of keywords by staff in the crime bureau which was instigated in March.

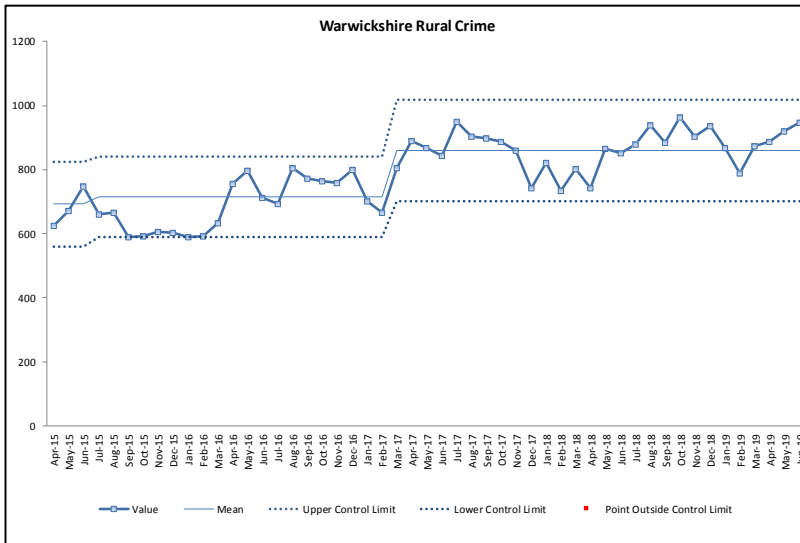
The chart below shows the top 5 'business crime' offence types for Warwickshire, ranked by number of offences with percentage share of total business crime by month (May vs. June). Volumes of all offences have decreased in June, with the exception of vehicle theft offences.



## Rural Crime

### Signs of Improvement would be:

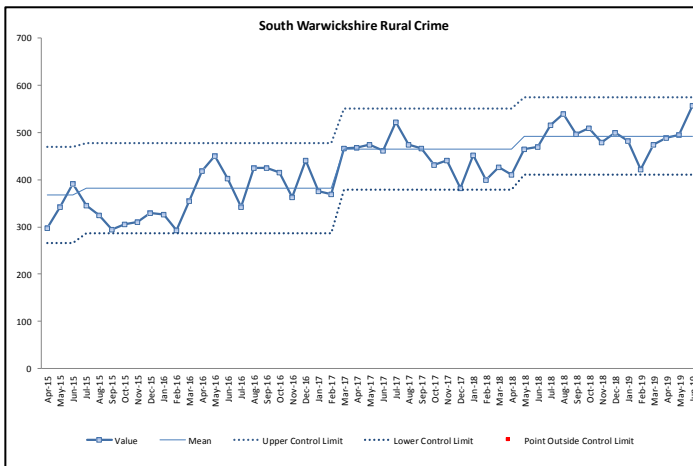
- ❖ Stable volumes of recorded crime



	Apr-19	May-19	Jun-19
North Warwickshire	398	425	389
South Warwickshire	488	495	557
<b>Warwickshire</b>	<b>886</b>	<b>920</b>	<b>946</b>

Rural crime offences are a subset of total recorded crime and are identified by their geographical location<sup>4</sup>.

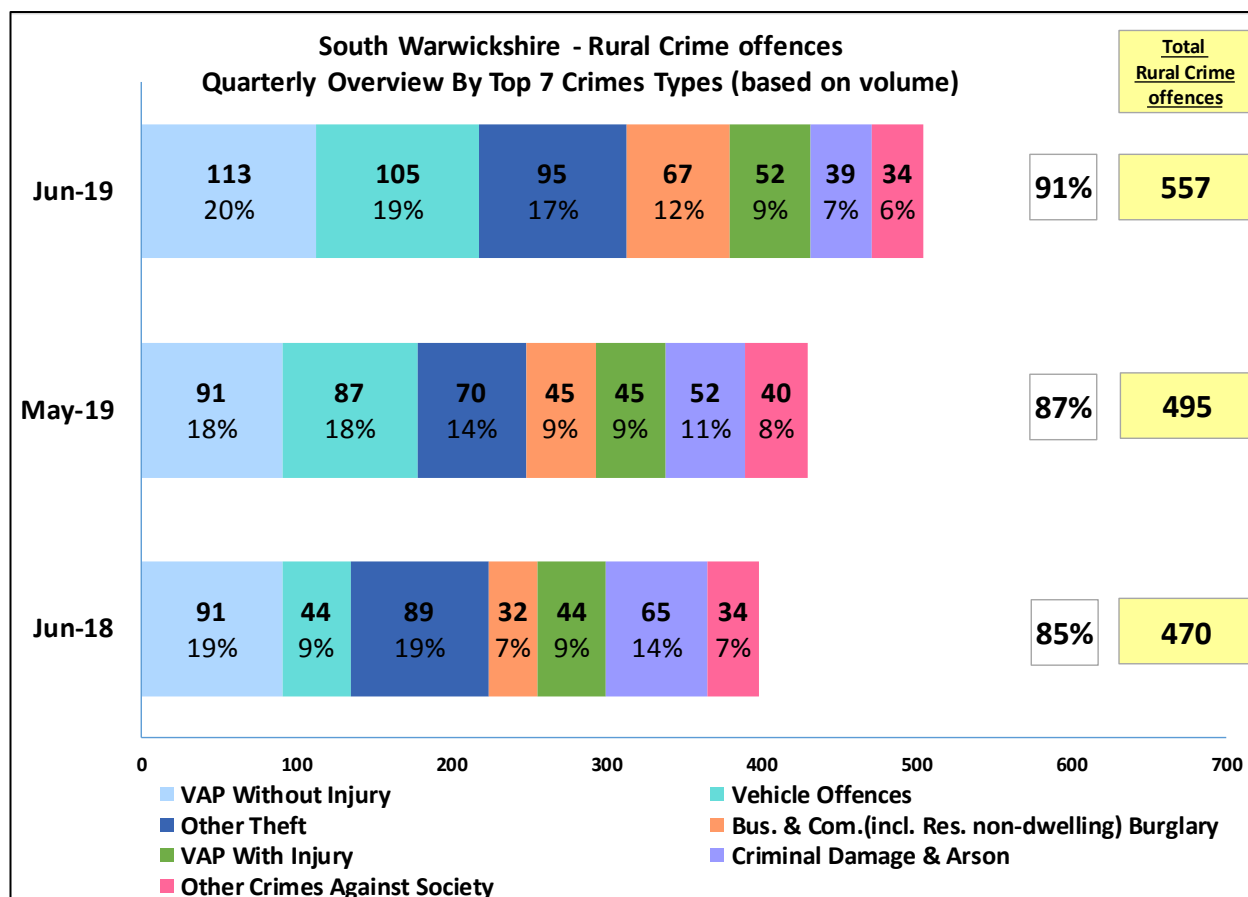
946 rural offences were recorded across Warwickshire in June. This is an 11% increase compared to May (920) and above the monthly average (860). This is the fourth consecutive increase since February.



The increase was driven by higher volumes in South Warwickshire, although monthly volumes have remained within expected levels.

<sup>4</sup> Rural crime is defined as any crime occurring in a rural area as defined by the 2011 ONS Rural Urban Classification

This chart shows the top 7 'rural crime' offence types for South Warwickshire ranked by number of offences with percentage share of total rural crime broken down by the last month compared to previous month and equivalent month last year.



The top 7 'rural crime' offence types represent 91% of all rural crime offences across South Warwickshire in June, which is an increase of 4 percentage points compared to the previous month (87%).

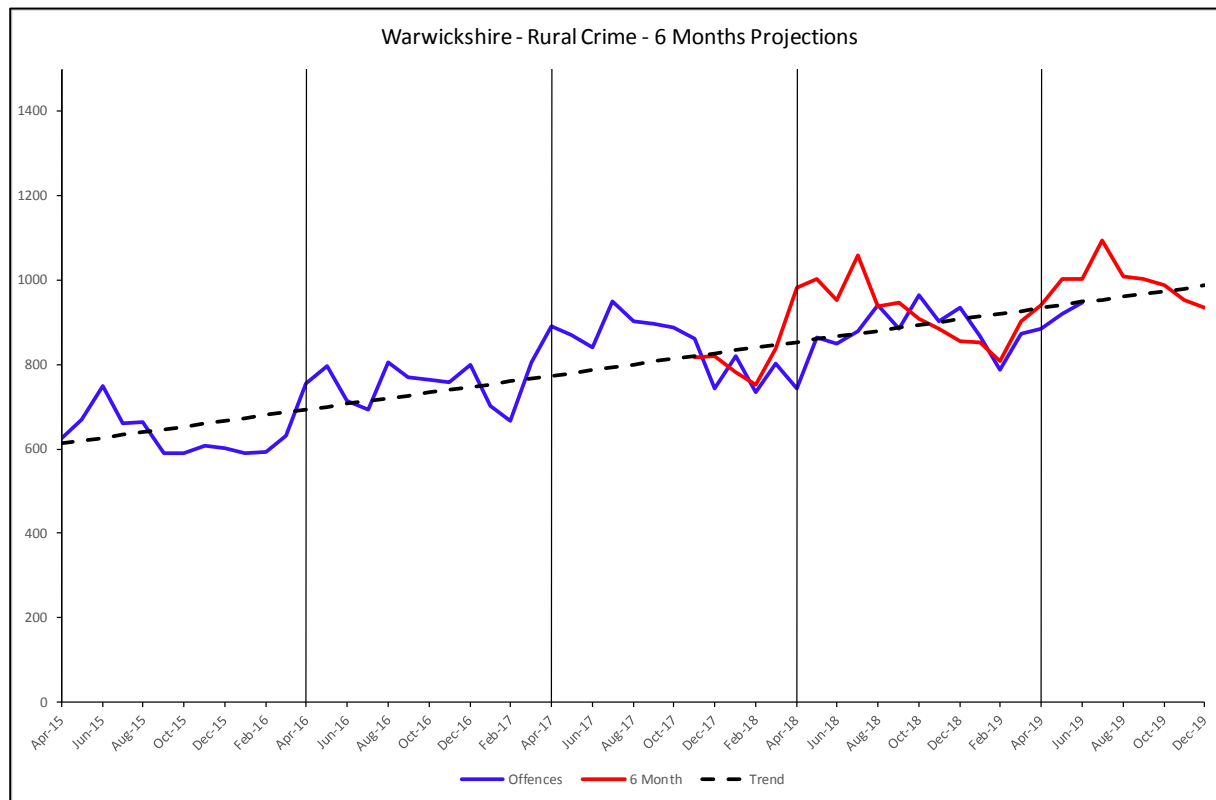
113 violence without injury offences were recorded in rural locations across South Warwickshire in June. This is a 24% increase on the previous month (91) and equivalent month last year (91). This offence type now represents 20% of all rural crime in June compared to 18% in May.

105 vehicle offences were recorded in June. This is a 21% increase on the previous month (87) and a 139% increase on the same month last year (44). This offence type now represents 19% of all rural crime compared to 9% in June 18. On closer inspection:

- 62% of the vehicle offences were theft from a motor vehicle(65)
- 19% were theft of a motor vehicle (20)
- 16% involved interfering with a motor vehicle offences (17)
- 3% were aggravated vehicle taking offences (3).

67 business and community (incl. res. non-dwellings) burglary offences were recorded in this month. This is a 49% increase on the previous month (45) and a 109% increase on the same month last year (32). 12% of all rural crime in June 19 is represented by this offence type compared to 7% in June 18.

The following chart provides a medium (6 month) projection for rural crime offences. At force level, the recorded volumes are slightly below projections and volumes are expected to increase in the next quarter.





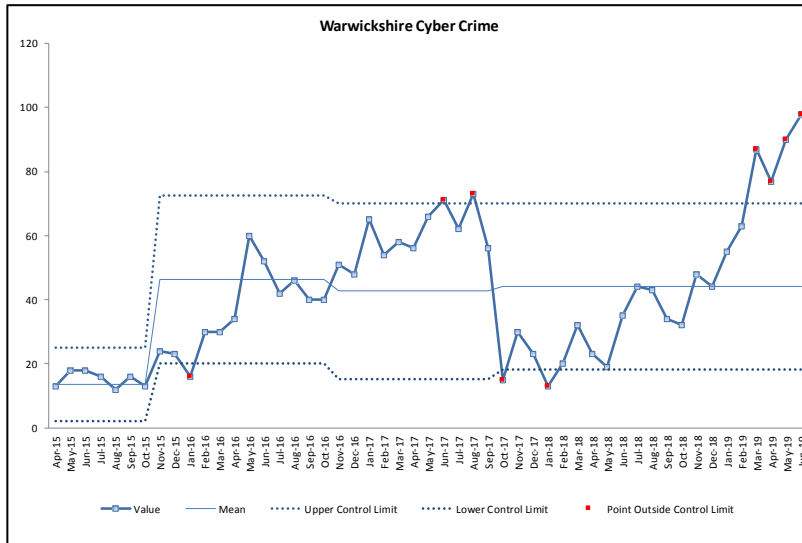
## Cyber/ On-line Crime

### Signs of Improvement would be:

- ❖ Increased reporting, reflecting greater victim confidence

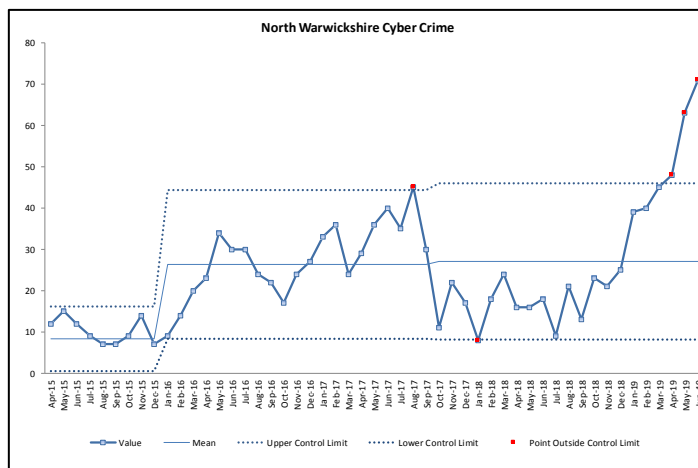
The cyber/ on-line keyword is used to identify those offences with an online presence, including sexual and violence without injury (harassment) offences.

The continuing increase in reporting is likely to be influenced by an increased focus on the correct application of keywords and a change in the dissemination of Cyber crime by the NFIB with the addition of the national aim to investigate all cyber offences.



	Apr-19	May-19	Jun-19
North Warwickshire	48	63	71
South Warwickshire	29	27	27
Warwickshire	77	90	98

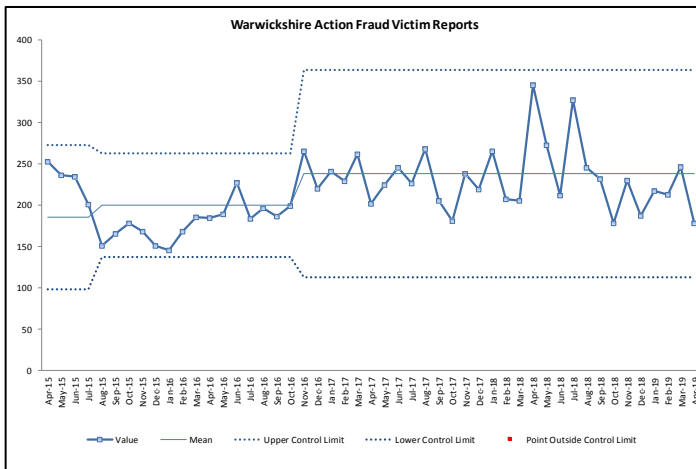
98 offences were flagged as cyber crime in June. This is an increase compared to May (90) and volumes remain significantly above the monthly average (44). Exceptional volumes have been seen across North Warwickshire for the last 3 consecutive months.



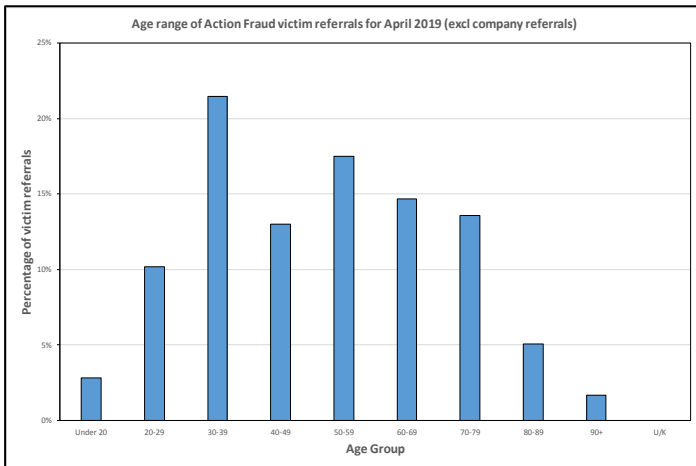
71 offences were flagged as cyber crime across North Warwickshire in June; an increase compared to May (63) and volumes remain significantly above the monthly average (44).

## 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.



178 Action Fraud victim reports (which exclude company referrals) were recorded in April 2019<sup>5</sup>. This is a decrease compared to March (246) and below the monthly average (238).



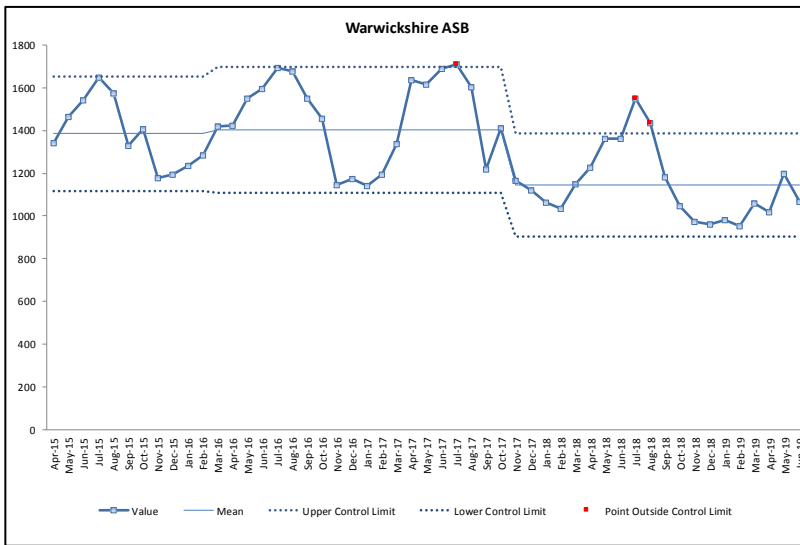
Over a fifth (21%) of all Action Fraud victims were aged 30-39 years old and over.

<sup>5</sup> Data is only available to April 2019 due to the delay in receiving and processing the data from Action Fraud.

## Anti-Social Behaviour

### Signs of Improvement would be:

- ❖ Increased reporting, reflecting greater victim confidence



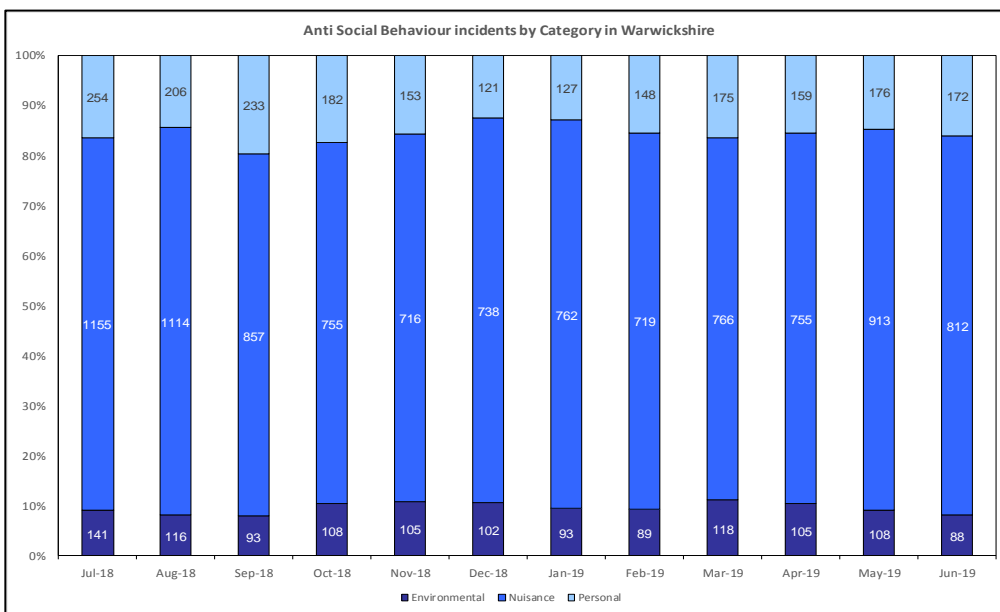
	Apr-19	May-19	Jun-19
North Warwickshire	589	685	604
South Warwickshire	430	512	463
<b>Warwickshire</b>	<b>1019</b>	<b>1197</b>	<b>1067</b>

1,067 ASB incidents were recorded in June. This is a reduction compared to May (1,197) and below the monthly average (1,145).

Reduced volumes were seen across both policing areas in June.

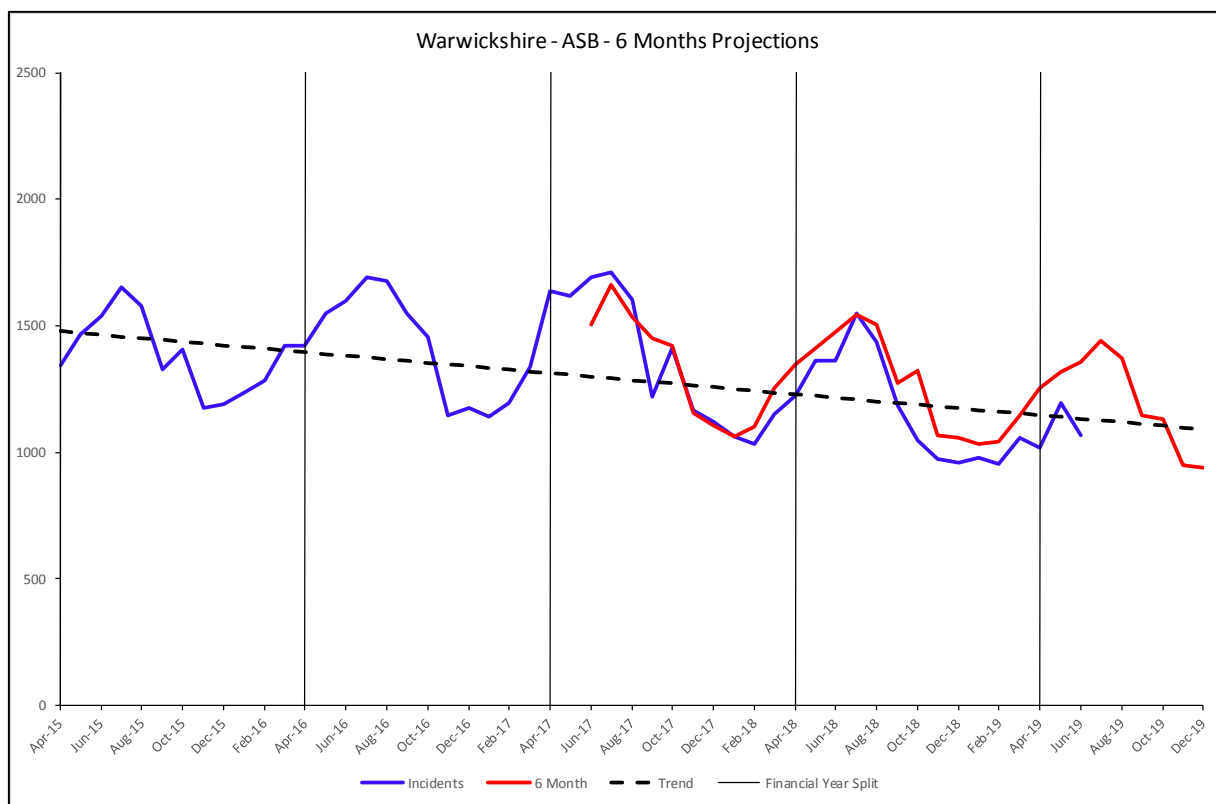
ASB typically follows a seasonal trend, with increased volumes in the summer months. We will continue to monitor volumes against this trend.

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 June, 76% of all ASB incidents were nuisance, 16% personal and 8% environmental. This is comparable to previous months.

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



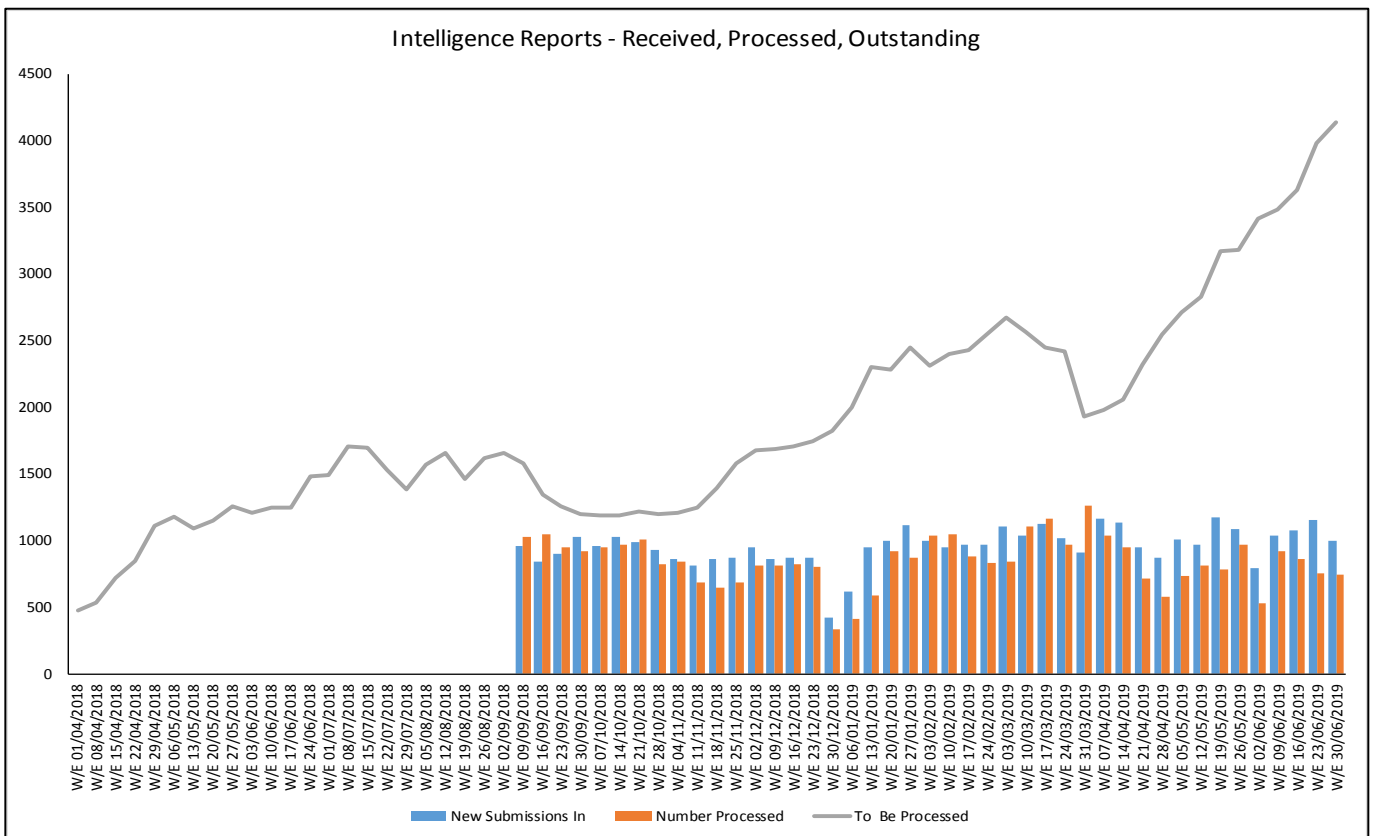
## Outstanding Intelligence Reports

### Signs of Improvement would be:

- ❖ Manageable volumes of intelligence logs

Data relating to the status of intelligence reports is presented in the weekly performance report. The data shows volumes of new submissions, those that have been processed in the week and the resulting volume that are yet to be processed.

The following chart shows the trend in outstanding reports from April 2018. Volumes to be processed (Outstanding) are at their highest level (over 4000) and volumes continue to see an increasing trend (4,136 W/E 30/06/2019).



Funding for additional processing staff has been agreed, however there will inevitably be a lead-in time for the resources to be appointed and to start to positively impact on the figures.

## Criminal Justice – File Quality

### Signs of Improvement would be:

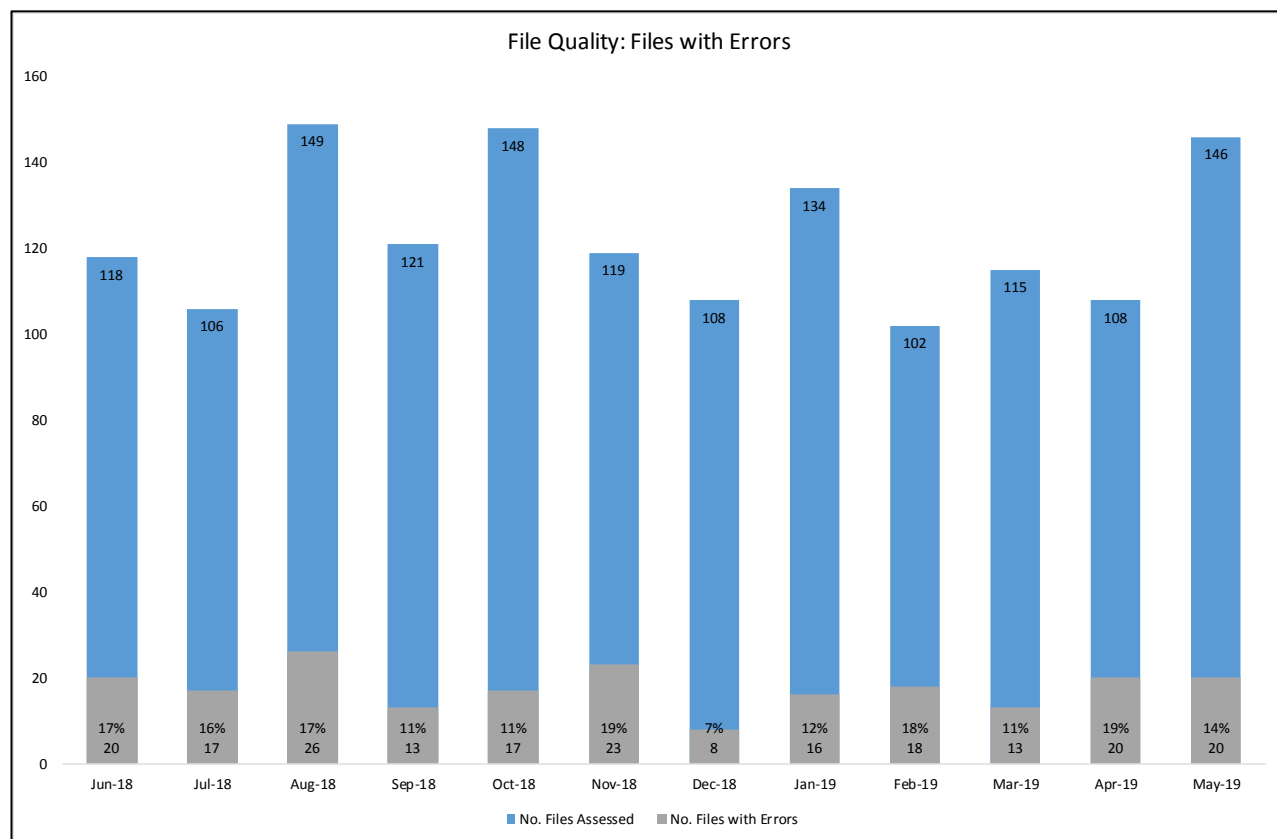
- ❖ Improved performance against MSG forces

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 is provided in this report. An additional stand alone CJ report is published alongside this report, providing greater detail across performance measures.

### Case File Quality Assessment (CFQA)

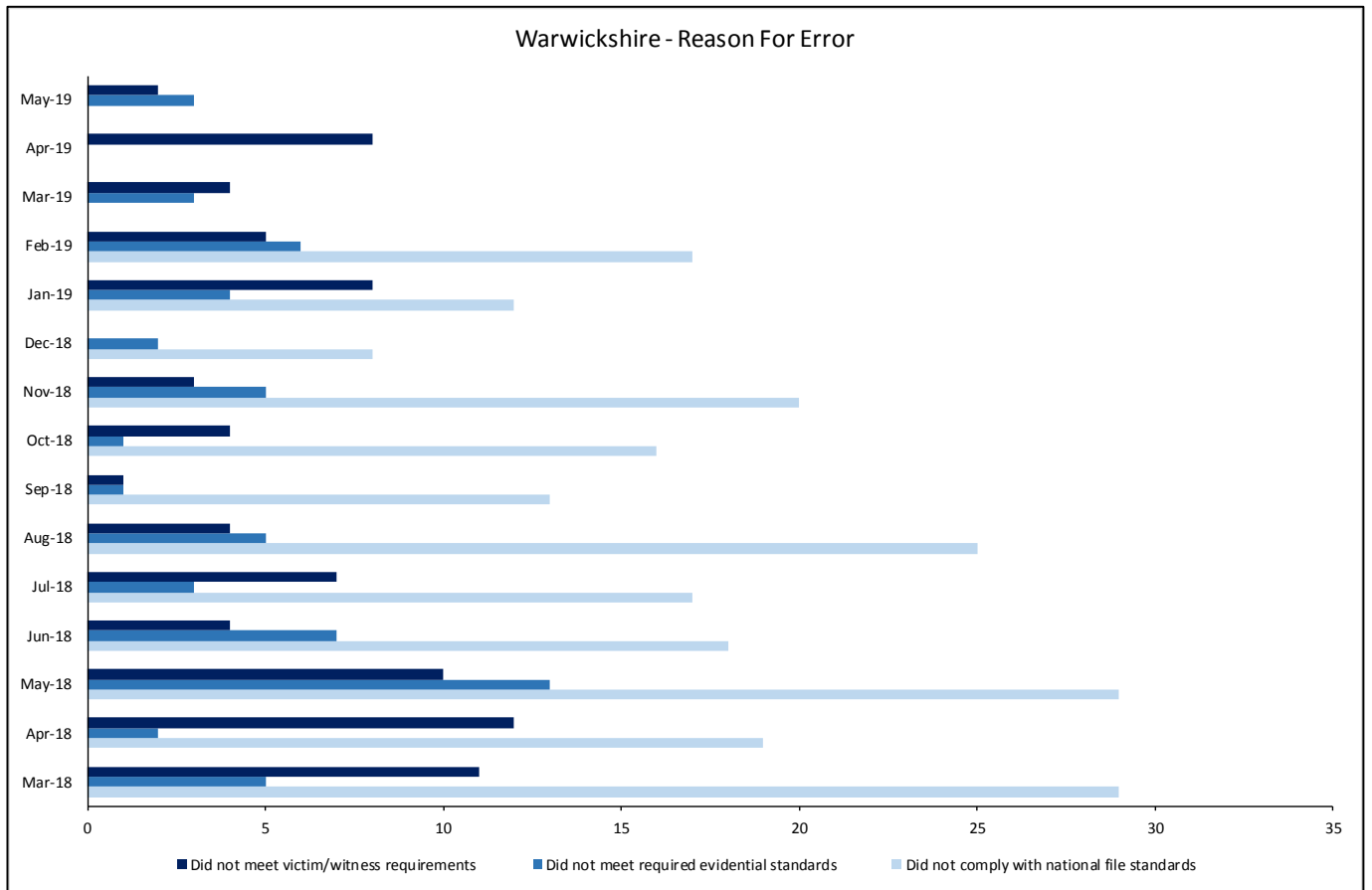
The quality of case files is assessed monthly by CPS, with assessment criteria including complying with national file standards, meeting required evidential standards and meeting victim/witness requirements.

The following chart shows the volume of files that were reviewed by CPS and the proportion of those which they deemed to have errors.



In May, 14% of files reviewed had errors, a decrease compared to the previous month.

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



# Ensuring Efficient and Effective Policing

## Response Times to Emergency Incidents

### Signs of Improvement would be:

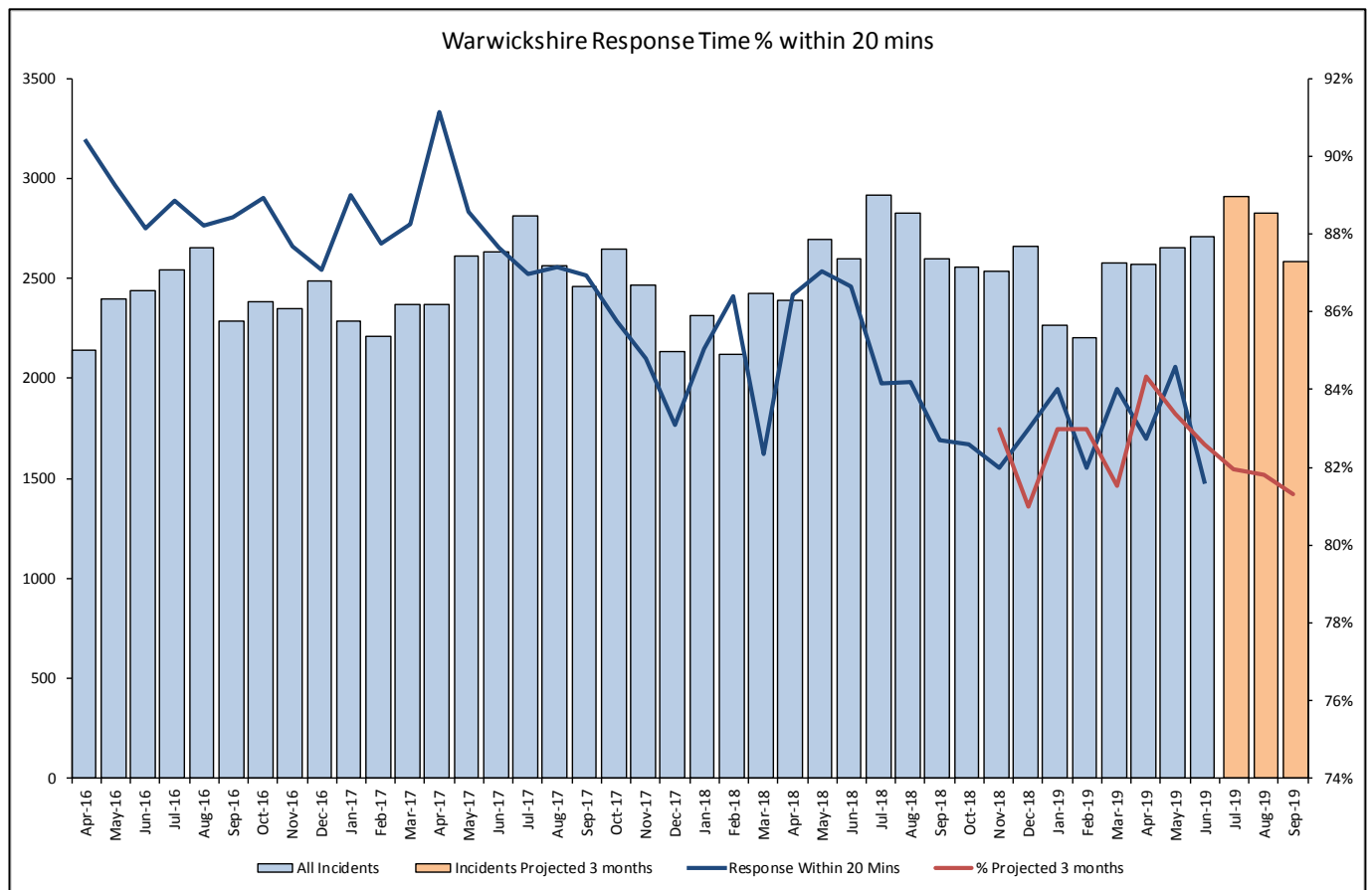
- ❖ Respond to all incidents in a timely manner and provide a high quality of service

The force 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.

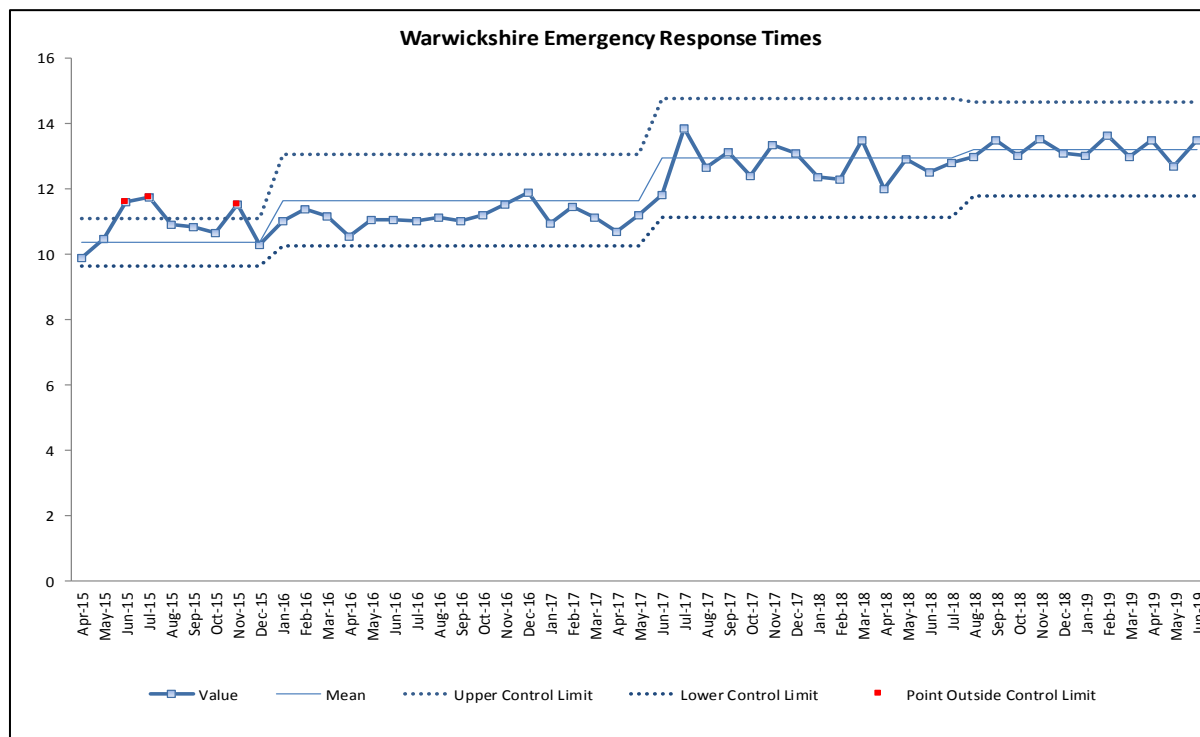
2,713 emergency incidents were recorded in June, an increase compared to May (2,656). Over 8 out of 10 (82%) emergency incidents were attended within 20 minutes in the last month. Performance is lower than the same time last year and is projected to show a continued downward trend in the next few months.

Note this is based solely on previous performance from April 2016 onwards, and does not take into account any changes to force processes.





The average response time for emergency incidents in June is 13 mins 29 seconds - this is an increase compared to May (12 mins 42 seconds) and is above the monthly average (13 mins 12 seconds).



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

## Sickness

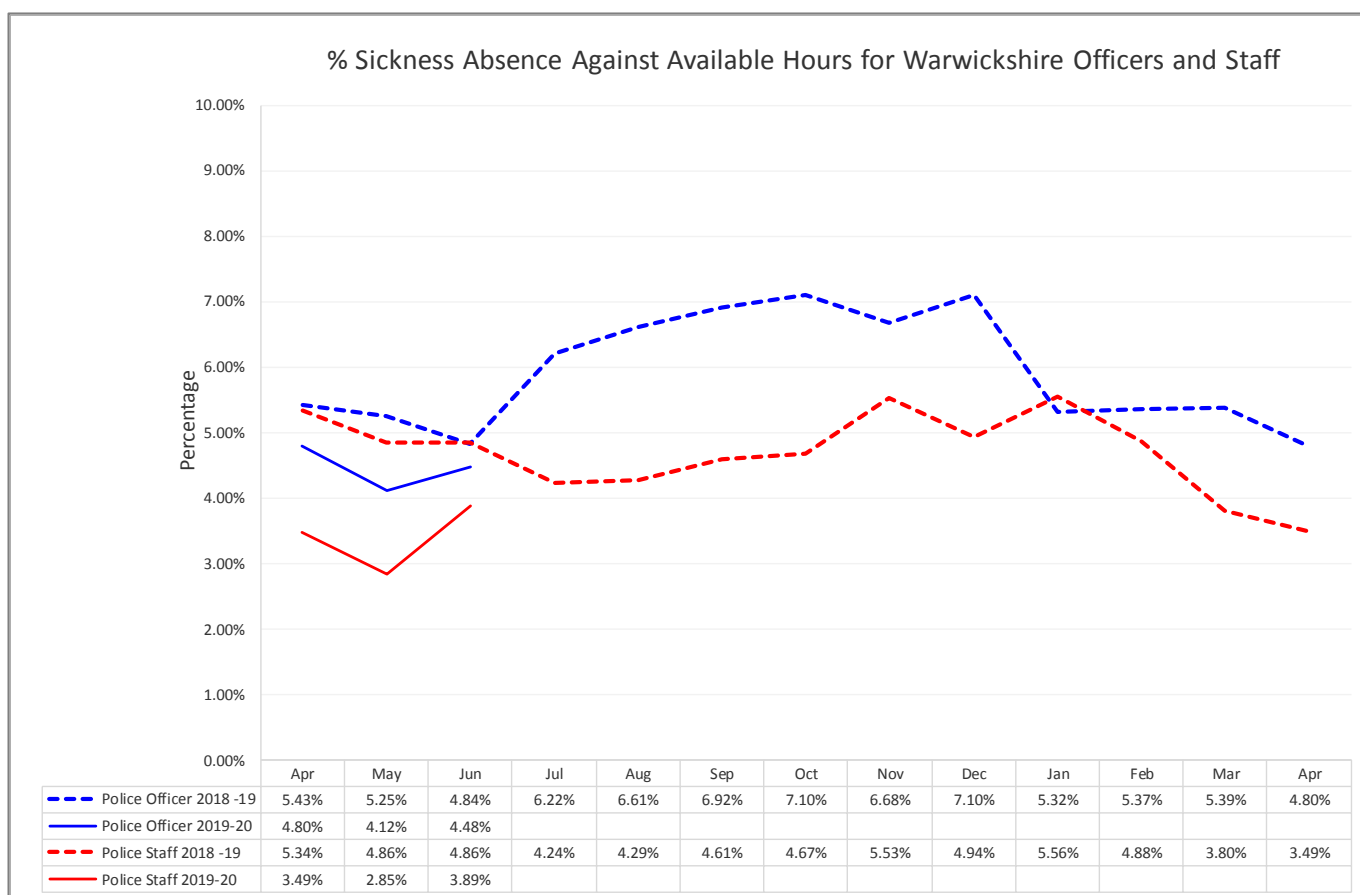
### Signs of Improvement would be:

- ❖ Improved staff wellbeing – improving levels of attendance

Workforce sickness forms part of the overall health & wellbeing agenda around staff welfare.

The average percentage of hours lost to sickness in June is 4.48% for Officers, an increase from 4.12% in May but remains lower than the equivalent month last year (4.84%).

For Staff, the average percentage of hours lost in May (3.89%) is an increase from 2.85% in May but remains lower than the equivalent month last year (4.86%).



Recent health and wellbeing activity has focussed on mental health initiatives, including visits from the Coventry and Warwickshire Mind Mental Health & Wellbeing Bus.

## Complaints

### Signs of Improvement would be:

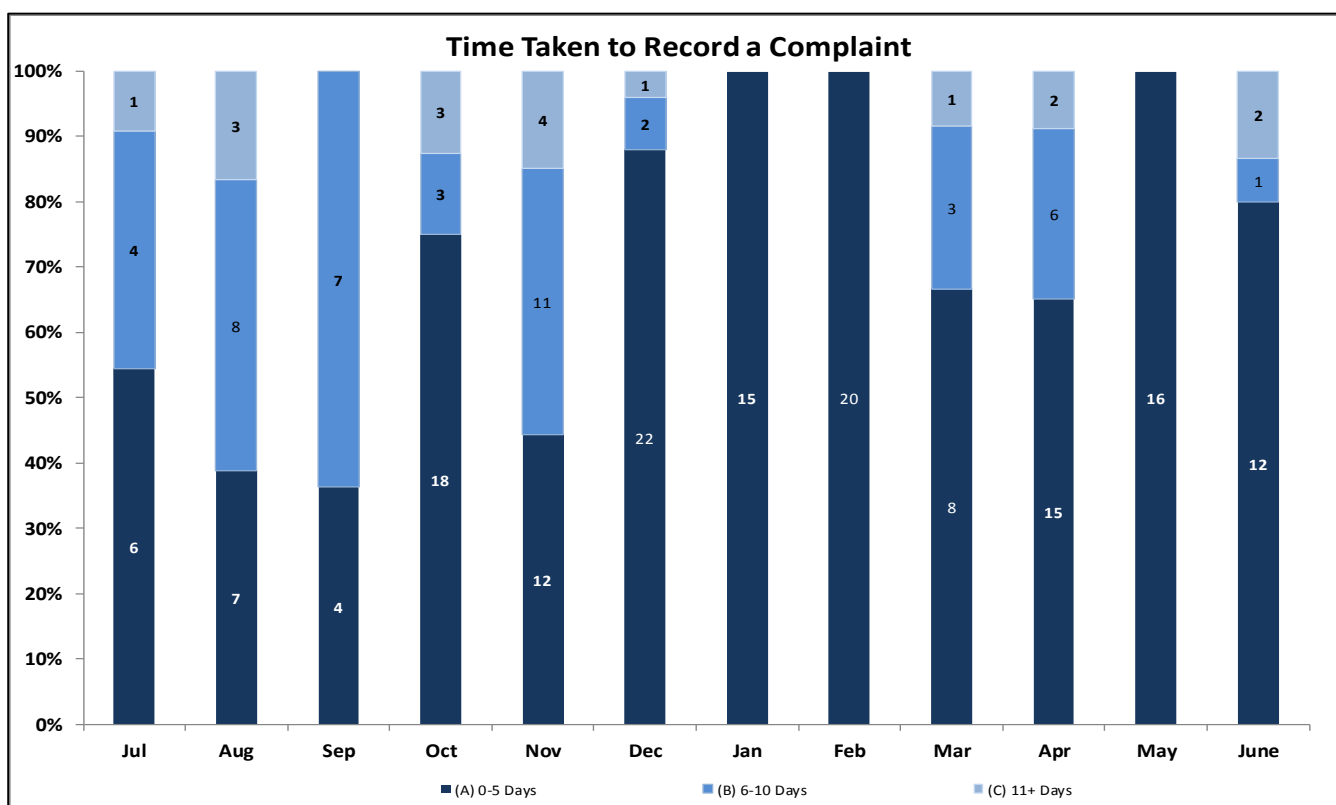
- ❖ Overall reduction in complaints
- ❖ Timeliness within national guidelines
- ❖ Reduction in severity of complaints
- ❖ Reduction in incivility

The following data is supplied by Professional Standards Department and is collated on a cumulative basis. The data below is for July 2018 to June 2019.

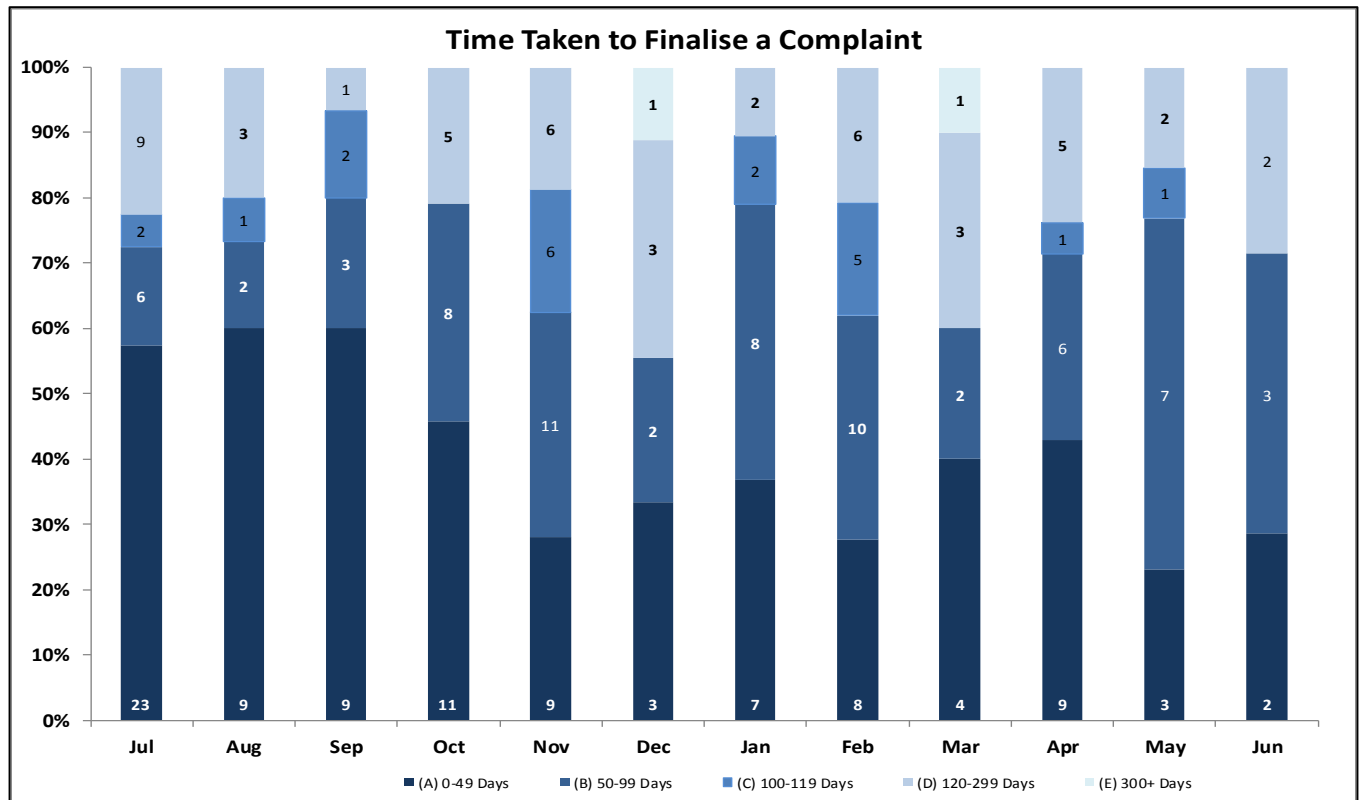
### Timeliness to Record & Finalise

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. In June 87% of complaints were recorded within 10 days, a decrease compared to May (100%).



The second national target is to finalise cases within 120 days. In June 71% of cases were finalised in 120 days, a decrease compared to May (85%).



## Call Handling

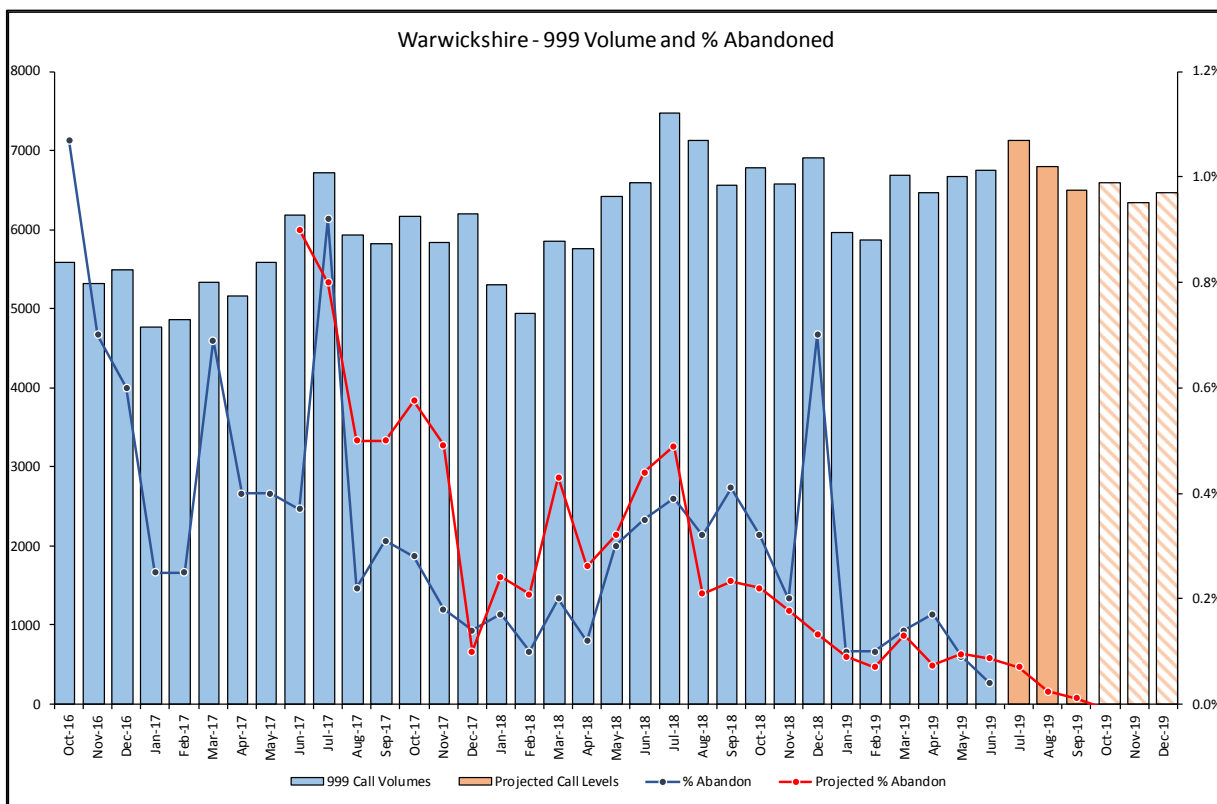
### Signs of Improvement would be:

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

### 999 Calls

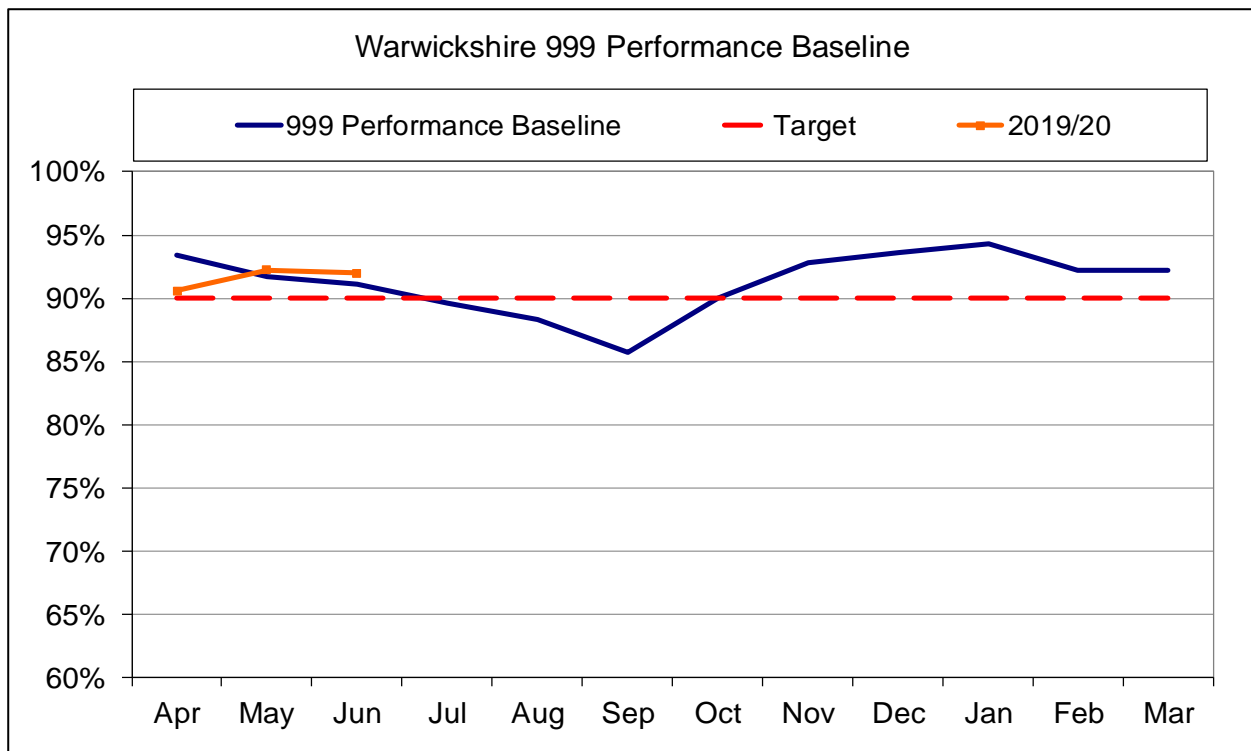
6,756 calls on the 999 system were received in June, an increase compared to the previous month (6,676). The percentage of abandoned 999 calls last month (0.04%) continues to decrease compared with the previous month (0.1%).

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



Actual abandon rate performance is better than the projected position last month.

The proportion of 999 calls answered within 10 seconds in June (92%) is comparable to the previous month (92%) and remains above both the 90% expected standard and the baseline<sup>6</sup> (91%).

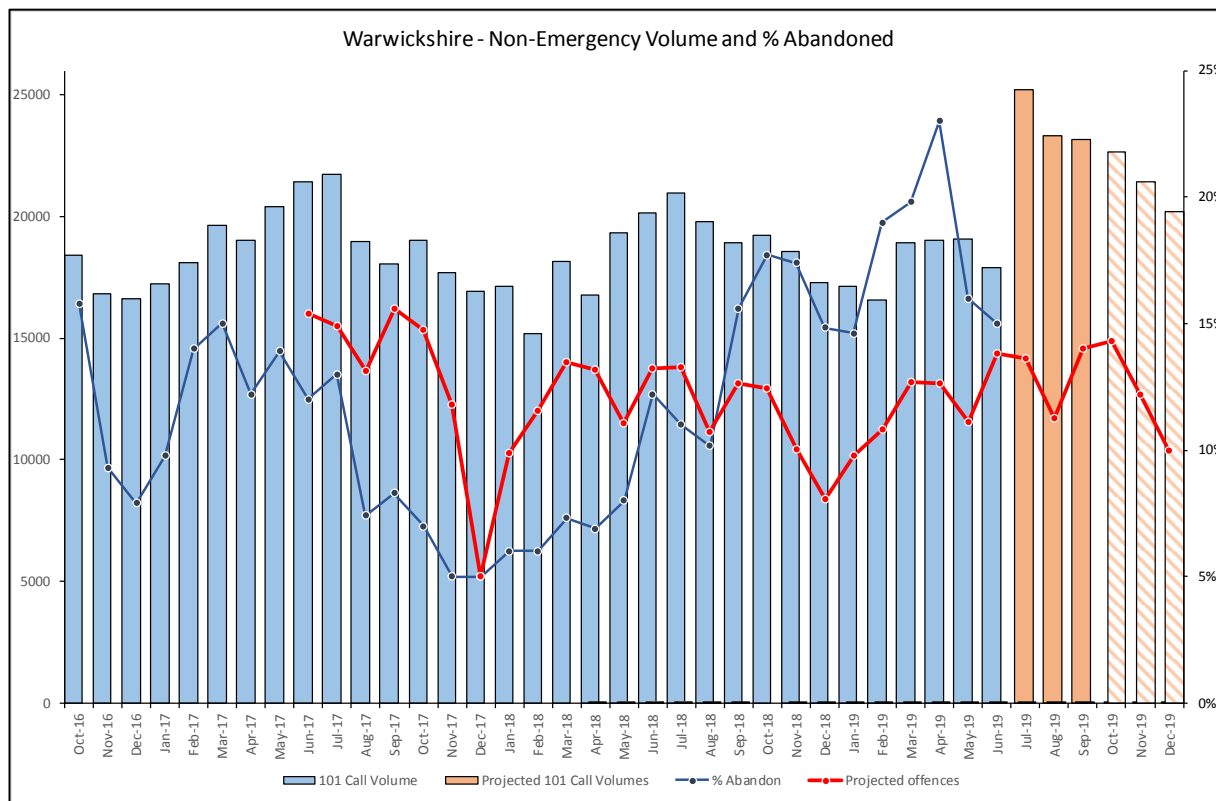


<sup>6</sup> The baseline is established using the average of the percentage of calls answered within 10 seconds for the last 3 financial years.

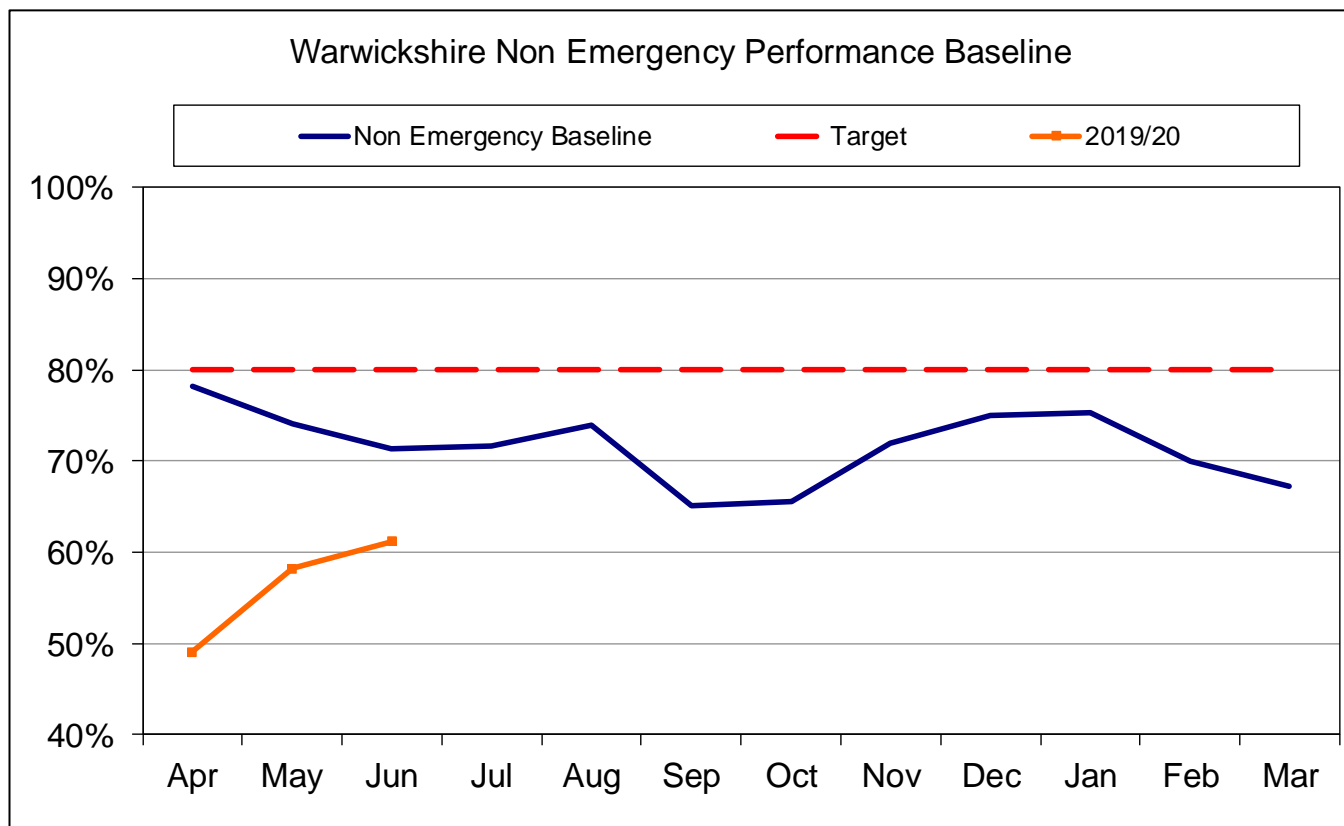
### Non-Emergency Calls

17,910 non-emergency calls were received in June; a decrease on the previous month (19,060). The abandoned call rate in June (15%) has decreased compared to the previous month (16%).

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 are based entirely on previous performance and demand.



The % of calls answered in 30 seconds in June (59%) has increased compared to May (61%) May. Performance continues to improve in 2019/20 but remains below both the target and the baseline (71%).<sup>7</sup> Current performance is 10% below the baseline.



<sup>7</sup> The baseline is established using the average of the percentage of calls answered within 10 seconds for the last 3 financial years.





**WARWICKSHIRE POLICE**  
**PERFORMANCE SCRUTINY**  
**Q1 2019/20**

This report has been prepared in consideration of the  
'Warwickshire Police Performance Summary – June 2019.'

AUTHOR	David Patterson - OPCC
DATE	17 <sup>th</sup> July 2019
VERSION	v1.1
GPMS	Official

## **PERFORMANCE SCRUTINY**

### **1.0 INTRODUCTION.**

The purpose of this report is to formally scrutinise Warwickshire Police's performance during Q1 2019/20 and in doing so allow informed discussion between the Warwickshire Police and Crime Commissioner (PCC) and the Chief Constable (CC) at their forthcoming performance meeting on Tuesday 30<sup>th</sup> July 2019. This aim is coherent with the PCC's statutory responsibilities to: -

- I. Hold the Chief Constable to account for the performance of the force.
- II. Secure an effective and efficient police service for Warwickshire.

It is also consistent with monitoring the progress made by the force in support of the four key priorities of the PCC's 'Police and Crime Plan 2016-2021', namely: -

- I. Putting Victims and Survivors First.
- II. Protecting People from Harm.
- III. Preventing and Reducing Crime.
- IV. Ensuring an Effective and Efficient Police Service

The report has been prepared primarily through scrutiny of the performance data provided in the following reports: -

- Warwickshire Police Performance Summary - June 2019.
- Warwickshire Police Public Contact Balance Scorecard - July 2019.
- Criminal Justice Performance Data - May 2019
- Home Office Front Line Review Recommendation Report - July 2019

Not all aspects of performance are commented upon, only those areas of particular note and interest.

### **2.0 PUTTING VICTIMS AND SURVIVORS FIRST.**

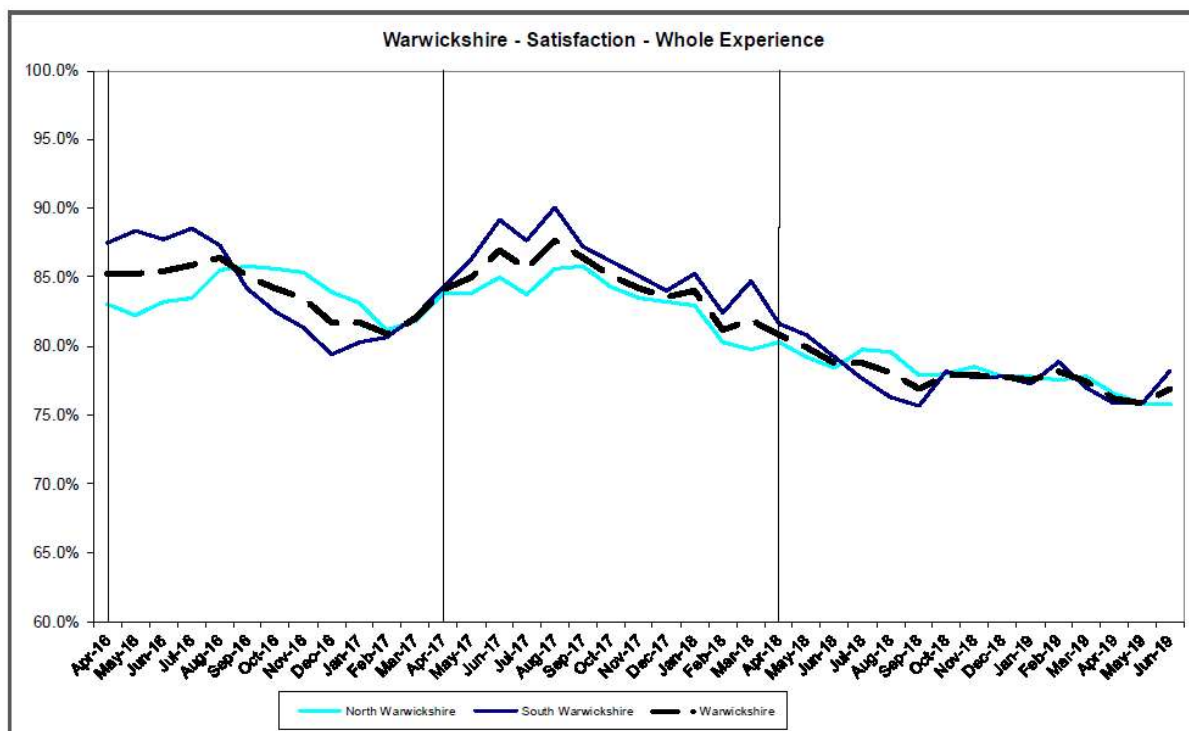
- **Confidence in Police.**

A consistently high level of public confidence in Warwickshire Police is very positive, with levels remaining at 79.8% when last surveyed in December 2018 by the Crime Survey for England and Wales (CSEW). This has resulted in the force ranking 1st in the Most Similar Group of forces (average 76.5%) and 6<sup>th</sup> nationally.

- **Victim Satisfaction.**

The figures for June 2019 of 77% of victims being 'satisfied' with their whole experience represents a 1% increase of the previous month. The figure also needs to be considered in context with the aspiration for 90% of victims to be satisfied with the overall service provided.

The issue of victim satisfaction rates from the peak achieved in August 2017 is of continuing interest to the PCC, particularly in context with the objectives of the ‘Victims and Witness Charter’ that was introduced in November 2017.



From more detailed data obtained from the Performance Dashboard, the follow-up element continues to be a weakness in the process, particularly in respect of vehicle crime and violent crime, significantly driving down overall performance as a consequence.

**User Satisfaction - Rolling 3 months**

	Burglary	Vehicle Crime	Violent Crime	All Users (HO Crime)	Hate Crime
Ease of Contact	93.4%	90.0%	91.8%	91.5%	82.4%
Actions	86.8%	67.0%	73.7%	74.7%	70.8%
Follow Up	73.6%	51.5%	59.5%	61.0%	65.5%
Treatment	96.0%	90.7%	88.6%	91.0%	85.0%
Whole Experience	87.9%	74.7%	74.7%	77.9%	75.0%

It is not clear as to whether the cause is omission, a process issue, or some other factor. It is understood that Chief Inspector Lee Kemp from the Harm Hub is currently reviewing this issue and is to report to the strategic ‘Performance Review Meeting’ chaired by ACC Franklin-Smith in due course, at which the OPCC are represented.

- **Hate Crime Victim Satisfaction**

Satisfaction rates remain stable at 75%, however 74.8%. Again, the follow-up element is a prevailing weakness in the process and currently stands at 65%.

**Follow Up**

	Oct/2017	Nov/2017	Dec/2017	Jan/2018	Feb/2018	Mar/2018	Apr/2018	May/2018	Jun/2018	Jul/2018	Aug/2018	Sep/2018	Oct/2018	Nov/2018	Dec/2018	Jan/2019	Feb/2019	Mar/2019	Apr/2019	May/2019	Jun/2019
Hate Crime	74.5%	74.4%	74.7%	74.2%	73.5%	72.5%	69.7%	69.1%	70.0%	70.0%	69.5%	68.5%	67.1%	66.4%	65.7%	66.6%	65.7%	65.1%	65.3%	65.5%	65.0%
Respondants	474	469	435	430	404	396	360	343	350	377	393	390	420	435	464	473	484	501	533	553	563
Satisfied	353	349	325	319	297	287	251	237	245	264	273	267	282	289	305	315	318	326	348	362	366

- **Domestic Abuse (DA)**

The June 2019 figure of 84% of domestic abuse victims being satisfied with the whole experience is stable when compared to the previous two months, as is the 93% of victims who would recommend contacting the police to others in a similar situation. Once again, the follow up element is the enduring weakness in the process at 64%.

	Apr-19	May-19	Jun-19
<b>First Contact</b>	96%	96%	96%
<b>Actions</b>	89%	89%	89%
<b>Follow Up</b>	66%	65%	64%
<b>Treatment</b>	90%	90%	90%
<b>Whole Experience</b>	85%	85%	84%

- **Repeat Victims.**

The June 2019 figure of 25% of victims being repeat victims is stable when compared to the two previous months. The commentary in the Performance Summary regarding Victim Support being now collocated with the Harm Hub and to be supported by Integrated Victim Management Coordinators to identify and support the most vulnerable people in the community, is a welcome development and will undoubtedly enable better outcomes to be achieved for victims of crime.

- **DA Repeat Victims**

In June 2019 31% of all DA victims were repeat DA victim. This is a notable decrease in the volume and rate when compared to the previous month. The increased use of Domestic Violence Protection Notices (DVPNs), may be a contributory factor to this positive development.

	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	Apr-19	May-19	Jun-19
Warwickshire	4	4	1	3	11	11	5	3	6	15	21	15	7

### 3.0 **PROTECTING PEOPLE FROM HARM.**

The following categories remain within their control limits and are considered to be unexceptional to warrant further comment: -

- I. Missing Persons - Moderate seasonal increase.

- II. Sexual Offences - Stable
- III. Domestic Abuse - Stable
- IV. Child Sexual Abuse - Stable

- **Hate Crime**

Whilst remaining within the control limits, there was a spike (88) in hate crimes / incidents in June 2019 above the monthly average (71). This will be monitored going forward, particularly in light of developing national events.

- **DA Outcomes**

The newly introduced performance measure for Outcomes percentages is noted. Previously it had been presented as a percentage of the total number of recorded offences in the three month period, regardless of whether or not they had yet been assigned an Outcome. It is now presented as a percentage of the total number of offences that have been both recorded and assigned an Outcome in the three month period. The continuing reporting of DA outcomes data in the Performance Summary is a welcome development.

The April to June 2019 figure of 12.7% of DA cases that resulted in Action Taken is stable when compared to the three month period from March to May 2019 at 13%. The data over the longer term when all outcomes are reckoned, and not just those assigned an outcome during the same three month period, will be monitored with interest.

The June 2019 figure of 57% for the use of Outcome 16 for DA offences marks a notable reduction from the high levels of circa 77% experienced in March 2018. Of concern however is the corresponding increased use of Outcome 15 for DA offences that has a similar criteria for its assignment to that of Outcome 16, rising to 23% in June 2019 from its low level of 9% in March 2018. This will also be monitored with interest going forward.

- **Child at Risk (CAR)**

The June 2019 data demonstrates a significant a spike in Child at Risk cases above the upper control limit. The comments regarding the probable cause for this situation being an increase in the correct application of Athena keywords by officers, which was instigated in March 2019, is acknowledged.

#### **4.0 PREVENT & REDUCE CRIME.**

The following categories remain within their control limits, or have not been reported upon, and are considered to be unexceptional to warrant further comment: -

- **Total Recorded Crime** - Stable YTD
- **Violence with Injury** - Stable

## OFFICIAL

- **Violence without Injury** - Stable
- **Robbery** - Spikes experienced but now returning to stable.
- **Public Order** - Seasonal increase
- **Rural Crime** - Stable
- **Burglary Dwelling**

The volume of residential burglaries continues to fall with 127 offences in June being significantly below the monthly average of 173 offences. This represents a continuing positive development with such offences - 11.1% YTD at time of report.

- **TRC Outcomes.**

The continuing reporting of TRC outcomes data in the Performance Summary is a positive development, as is the aforementioned new method of presenting the percentage data.

The April to June 2019 -figure of 7.65% for Action Taken for TRC is noted and represents a decline on the previous period of 8.3%. Following the OPCC review of Outcomes, and the acceptance by the force of the recommendations contained within the associated report, this performance issue will be monitored in greater depth at the tactical 'Investigations, Standards and Outcomes Group' chaired by C.Supt Ben Smith, at which the OPCC are represented. The issue of Outcome 16 and Outcome 15 rates will also be examined at this meeting, particularly as Outcome 15 has shown a significant increase in June 2019 at 15% when compared to 8% the previous year.

- **Road Traffic Casualties**

The seasonal increase in road related fatalities is a concern where in June 2019, despite the reduction in the number of road traffic collision experienced during this period, there were 5 deaths that included 3 motorcyclist. The fatality rate for two-wheeled road users is a persistent challenge to address and the fact that over nearly 14,000 speeding offences have been detected in Warwickshire during Q1 2019/20 demonstrates the scale of unacceptable driver behaviour.

- **Business Crime**

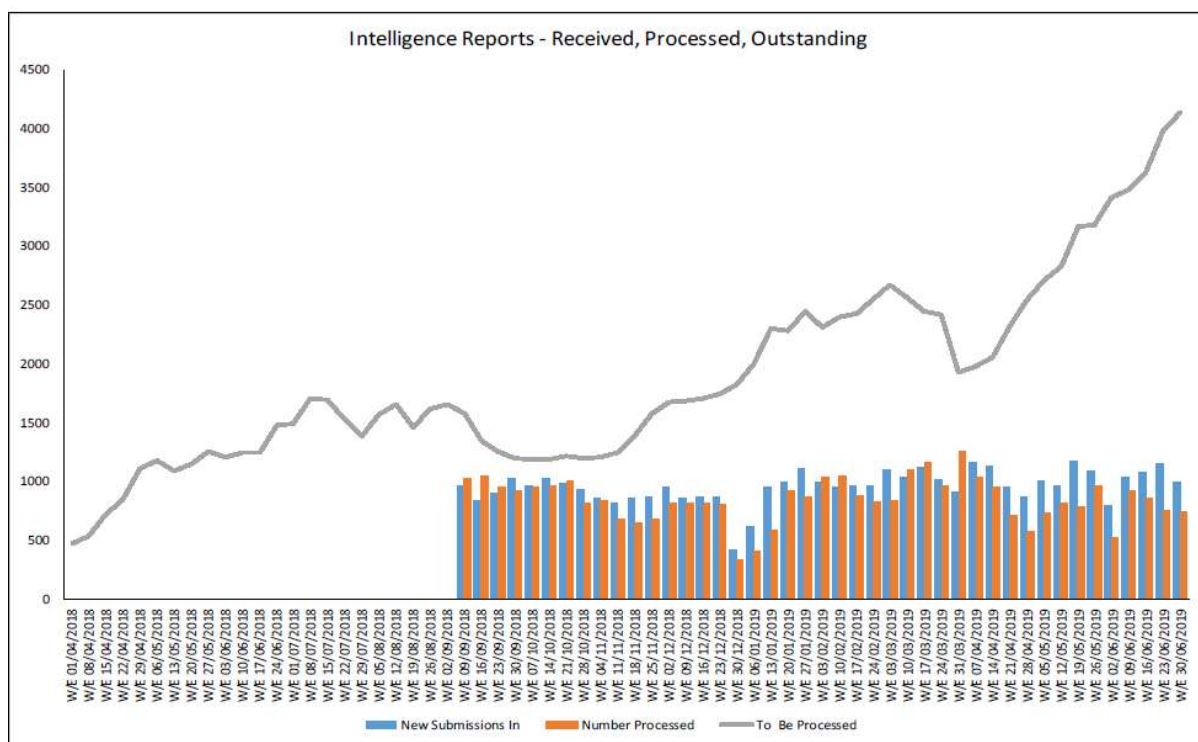
The figures for Business Crime for each month of Q1 2019/20 exceed the upper control limit. It is unclear if this represents a genuine increase or a change in processes with the improved assignment of key words on Athena. It is noted that the figure for June 2019 at 591 offences is a reduction on the peak of 675 offences experienced the preceding month and is hopefully the start of an improving trend.

- **Cyber Crime**

Since the introduction of Athena with the application of the ‘on-line crime’ keyword, the data in respect of the category ‘Cyber-Crime’ has been unreliable. The June 2019 data shows a further increase in cyber related crime exceeding the upper control limit. It is not clear if this represents improved reporting or a real increase / decrease in the number offences. The position will continue to be monitored whilst in effect a new base line is being established. The latest data received from Action Fraud, which is not necessarily cyber related, indicated a 15% reduction in Fraud offences for April 2019 when compared to the previous month.

- **Intelligence Reports**

This issue of the excessive number of intelligence reports awaiting processing by the Intelligence Processing Unit (IPU) has been previously raised by the OPCC. It is of concern that the volume of intelligence reports awaiting processing is still continuing to rise, where continues to outstrip IPU capacity. It is unclear as to what action has been taken to remedy this predicament.



- **Serious Organised Crime (SOC)**

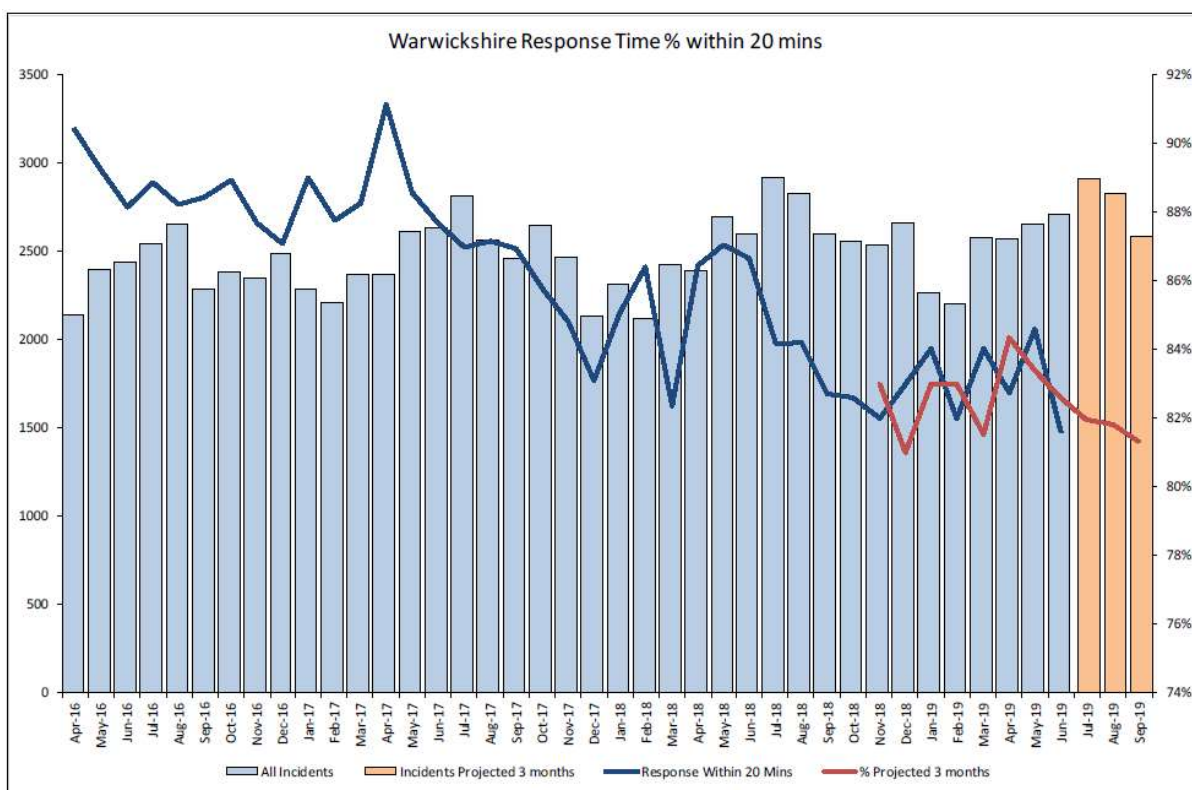
The SOC performance data is noted, however as previously alluded to in previous OPCC reports the raw information provided does not capture some of the excellent work done by the force and ROCU to dismantle the Organised Crime Groups responsible. For example, in November 2018 five men were jailed for more than 23 years for their part in a County-lines operation and on the 11<sup>th</sup> July

2019 a further five men and two women were jailed for more than 44 years at Warwick Crown Court following an operation run by the Warwickshire Police.

**5.0 EFFECTIVE & EFFICIENT POLICE SERVICE.**

- **Response Times**

The response times to emergency calls continues to decline where 82% were attended within the 20 minute standard, compared to 90% at its peak in May 2017. This is compounded by an increase in the average response time to 13mins 29 seconds and above the monthly average. It is projected that performance will continue to show a continued downward trend in the next few months as seasonal incident numbers rise and resource levels fall due to annual leave - this is a concern.



- **Call Handling – Emergency calls**

The stable position of 92% of 999 calls answered within the 10 second target time is a positive development, as are the low and declining rates of abandonment.

- **Call Handling – 101 calls**

The latest Warwickshire Police Public Contact Balance Scorecard – June 2019 reveals an improving position in terms of the average time to answer at 1 minute 11 seconds and a marginal decrease in the abandonment rate at 16%. This compares favourably with April 2019 data of 1 minute 40 seconds and 23% respectively.



A formal request in respect of 101 performance was made by the PCC to the CC in the 'OPCC Performance Scrutiny - April 2019', namely: -

*This issue has previously been raised on a number of occasions. Given the current performance levels and the potential for the service to continue to further deteriorate in the months ahead, the Police and Crime Commissioner makes a formal request to the Chief Constable to provide a detailed and comprehensive written response as to what measures he has implemented and what action he intends to take to address the deficiencies in the 101 service and improve the position to acceptable levels of performance.*

*Of continuing concern is the level of performance in respect of non-emergency 101 calls. The abandonment rate continues to rise and in April 2019 stood at 23%, compared to 19% in the previous month. At the same time the percentage of 101 calls answered within the 30 second target has decreased to 49.1% against a target of 80%. In addition, the average time to answer a 101 call extended to 1:40 against a target of under 1 minute.*

*Of further concern is that the volume of 101 call rates is projected to increase further over Q1 and Q2 of 2019/20, with the potential to cause the position to significantly deteriorate even further.*

The force's response to this request has been acknowledged and is appreciated.

- **Sickness**

The June 2019 sickness figures illustrate a slightly deteriorating position for police officer (4.48%) when compared to the previous month (4.12%) and is similar to that achieved at the same stage in 2018 (4.84%). A similar position exists for police staff with a June 2019 rate of 3.89% compared to 2.85% the previous month.

- **Complaints**

A slightly deteriorating position was noted in June 2019 where 87% of complaints were recorded within the 10 day threshold, compared to 100% the previous month. A similar position was experienced in the 71% of complaints finalised within the 120 day standard, compared to 85% the previous month. This will be monitored going forward.

## **6.0 CRIMINAL JUSTICE.**

- **Case File Quality Assessment**

The content of the Criminal Justice Performance Data for May 2019 is noted, together with the improvements in performance, particularly in respect to Charge / NFA which saw Warwickshire Police move to a national position of 22<sup>nd</sup> and 5<sup>th</sup> in the MSG.

It is of continuing concern that 14% of charge files submitted to CPS were found to be erroneous, all 20 of these files did not comply with the National File Standards, of which 2 also did not meet the victim/witness requirements.

The number of suspects Released under Investigation (RUI) is reported upon for the first time and shows a 6% increase in the number RUI for longer than 6 months at 709 suspects. This position requires further examination.

It is intended that the detailed exploration of the CJ data and its interpretation will be discussed in greater depth at the aforementioned strategic and tactical meetings, with any concerns identified then raised at future PCC / CC performance meetings.

#### **8.0 HOME OFFICE FRONT LINE REVIEW.**

On the 10<sup>th</sup> July 2019 the Home Office published their Front Line Review report, compiled by the Office for National Statistics (ONS) and capturing the views and ideas from officers and staff across the country serving on the front line of policing. The report contains a number of recommendations, with two key recommendations: -

1. Ensuring that the operational system achieves the right balance between meeting demands and supporting the individual
2. Managing internal demand.

#### **7.0 COMMENTS.**

It's requested that the Chief Constable provides his professional judgement to the Police and Crime Commissioner regarding the key challenges with force performance over the short to medium term, particularly in respect of the highlighted issues of: -

1. **Front Line Review.** Observations and response to the report and its recommendations.
2. **Road Fatalities.** The action to be taken to address this high harm, particularly in respect of vulnerable groups of road users over the summer months.
3. **Emergency Response Times.** The action to be taken to mitigate against the current declining performance and projected future performance.
4. **Intelligence Reports.** The arrangements made to address the insufficient capacity of the IPU to meet its current and projected future demand.

David Patterson

Development and Policy Lead - Performance

Warwickshire Office of the Police and Crime Commissioner (OPCC)

OFFICIAL

**Extract****Police & Crime Commissioner and Chief Constable Weekly Meeting****Tuesday 30th July 2019.****Present: -**

- Neil Hewison - CEO OPCC
- Martin Jelley - Chief Constable Warwickshire Police
- Richard Moore - Deputy Chief Constable Warwickshire Police
- Alex Franklin-Smith - Assistant Chief Constable Warwickshire Police

The following 4 issues were discussed:

**1. Frontline Home Office Review.**

The Home Office spoke to frontline officers up and down the country, including Warwickshire. It was noted that issues such as demand, value for money, technological hindrances, and complex cases were consistent subjects throughout. Nationally, officer sickness levels are increasing but this is not related to Warwickshire. Warwickshire has a dedicated Incident Progression Team (IPT), which has made an impact as sickness absence has dropped and morale is good. Visibility visits by senior officers has also proven effective. The Force still needs to improve on repeat missing persons, communications, and reducing officer workload. The potential for an increase in officers under the new Conservative Leadership may see an increase in communications staff. This data will feed into the Local Health and Wellbeing Board and become part of the 'People Board,' led by ACC Tedds.

**2. Road Related Fatalities.**

This issue, as well as Local Policing, was discussed in the monthly performance meeting. There has been a decrease in Killed Serious Injury (KSI) cases, but an increase in fatalities - 26 year to date, up 120%. All cases have been analysed and there has been no consistency or patterns in the cases. The force have been working on preventative and enforcement measures and campaigns against phone usage. It was noted that the 'Bikesafe' Scheme is working and helping to reduce motorcycle related incidences. Operation Tramline (using an unmarked HGV to catch driving offences) resulted in more enforcement. Operation Snap, which encourages road users to upload dash-cam footage, has been well received. Further

engagement with Warwickshire County Council (WCC) was discussed, as well as the implementation of the PCC's Road Safety Scheme.

**3. Emergency Response Times.**

It was noted that there are more resources in patrol, however call outs are decreasing and further analysis is needed as to why, this will be investigated by Supt Daf Goddard. Warwickshire will continue to enforce the single crew deployment policy. 999 call handling is better.

**4. Intelligence reports.**

Warwickshire still has an Alliance Intelligence Processing Unit (IPU) based in Rugby, led by the Protective Services Department. Alex Franklin-Smith has met with Alan Townsend and Andy Nolan regarding call-out demand, and the recruitment and retention of control room staff. Outcomes will continue to be measured, monitored, reviewed and fed back to the Continuing Improvement Board. The potential new Integrated Victim Management Coordinators roles were discussed.



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

# WARWICKSHIRE POLICE AND CRIME PLAN

## 2016 – 2021

VERSION - 9TH OCTOBER 2019



**Putting Victims and Survivors First**



**Ensuring Efficient and Effective Policing**



**Protecting People from Harm**



**Preventing and Reducing Crime**

**A SAFER, MORE SECURE WARWICKSHIRE**



# Contents

1. Foreword .....	3
2. Executive Summary .....	5
3. Warwickshire - An overview.....	7
4. Working together .....	10
5. Understanding what is important to you.....	11
6. Creating a safer, more secure Warwickshire.....	13
7. Putting victims and survivors first.....	14
8. Ensuring efficient and effective policing.....	16
9. Protecting people from harm .....	21
10. Preventing and reducing crime .....	24
11. Our resources .....	27
12. Performance, assurance, accountability and transparency .....	28
13. Web links .....	30
14. Signposting.....	31



# 1. Foreword

This is the second version of my Police and Crime Plan 2016 – 2021, which sets out my priorities to deliver my vision of ‘A safer, more secure Warwickshire’ for all our residents, communities, businesses and visitors. The activity and progress made in achieving this ambition has been captured in the annual reports produced for each year of my term of office to date.

As communicated in my last Annual Report 2017/18, one aspect of the past year that was very much unexpected was the decision by the West Mercia Chief Constable and the West Mercia Police and Crime Commissioner to terminate the strategic Alliance between West Mercia Police and Warwickshire Police, which had been in existence since 2012. This termination takes effect from the 8th October 2019 and it is this decision that has necessitated these amendments to my Police and Crime Plan to ensure that its contents remains current and accurate.

Whilst it was within West Mercia’s rights to make this disappointing decision, its timing and surprise nature have presented many challenges for Warwickshire Police and my Office, not to mention the unfortunate level of uncertainty that change of this magnitude has caused both workforces. However, with every such difficulty comes a raft of new opportunities and I have been working closely with the Warwickshire Chief Constable Martin Jelley, his senior command team and officers from the force’s ‘Evolve’ change programme to determine the best possible future shape for Warwickshire Police.

There are still many aspects to be finalised, but our focus is on ensuring there is a smooth

transition to the force’s future state and that the final outcome is a revitalised Warwickshire Police. I have been keen to ensure that this activity does not detract from our collective efforts to deliver the objectives of my Police and Crime Plan and I remain fully focused on delivering the very best for Warwickshire’s communities.

In creating the first version of my Police and Crime Plan in 2016, I listened very carefully to the views of the public and victims of crime, during both my election campaign and through comprehensive public consultation. I also met with police officers and police staff to seek their opinions, as well as partner organisations involved with community safety and the many other voluntary and third sector



## **Philip Seccombe TD**

Police and Crime  
Commissioner for  
Warwickshire

organisations who enhance the delivery of a fair policing and judicial process. It is my intention to conduct a further consultation in 2019 to ensure that my Police and Crime Plan continues to remain relevant, representing the current concerns and priorities of Warwickshire's communities in the ever changing and developing police and crime landscape.

During my tenure as the Police and Crime Commissioner for Warwickshire, I have been extremely impressed by the professionalism and dedication of the officers and staff of Warwickshire Police, who work tirelessly to protect our communities from harm. I will continue to ensure that the officers and staff are properly recruited, trained and motivated to detect and deter crime and protect the vulnerable, with the right technology in place to deliver an effective and efficient service.

Strong foundations have been established and I want to build to build upon these to deliver continuous improvements and a better service to the public. I continue to work with the Chief Constable to make this a reality. Whilst challenging, this plan is achievable and I will continue to hold the Chief Constable to account for the delivery of its police led objectives.

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

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

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



**Martin Jelley**  
Chief Constable,  
Warwickshire Police



## 2. Executive Summary

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

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

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

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

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

The infographic consists of four rows, each with a circular icon on the left and a rounded rectangular text box on the right. The icons are: 1. Three stylized human figures in a blue circle. 2. A white police helmet with a red star on a red circle. 3. A family silhouette (two adults and two children) held in two hands in a green circle. 4. A white padlock in a yellow circle.

- Putting Victims and Survivors First**
- Ensuring Efficient and Effective Policing**
- Protecting People from Harm**
- Preventing and Reducing Crime**

This is the second version of my Police and Crime Plan which covers the period 2016 - 2021. The Plan is reviewed every two years to ensure my objectives still reflect the needs of Warwickshire's communities, to take account of new and emerging issues for crime and policing, and to provide more

information on any new governance arrangements and potential future expansion of the PCC role. A separate Delivery Plan will detail the precise activity which will be undertaken to achieve my four objectives.

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

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

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

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

## 3. Warwickshire – An overview

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

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

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



### People and Communities:

Warwickshire has a growing and diversifying population of 554,002 and consists of 763 square miles, bordered by seven neighbouring authorities. It is a two-tier authority area, with a County Council and five District and Borough Councils. Warwickshire Police shares the same overall county boundary.

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

Policing is delivered by consent and forces should reflect and be drawn from the diverse populations they serve. I will support the Chief Constable in ensuring the workforce of Warwickshire Police

continues to move towards being more representative of the communities within the county.

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

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

## Policing Our Area:

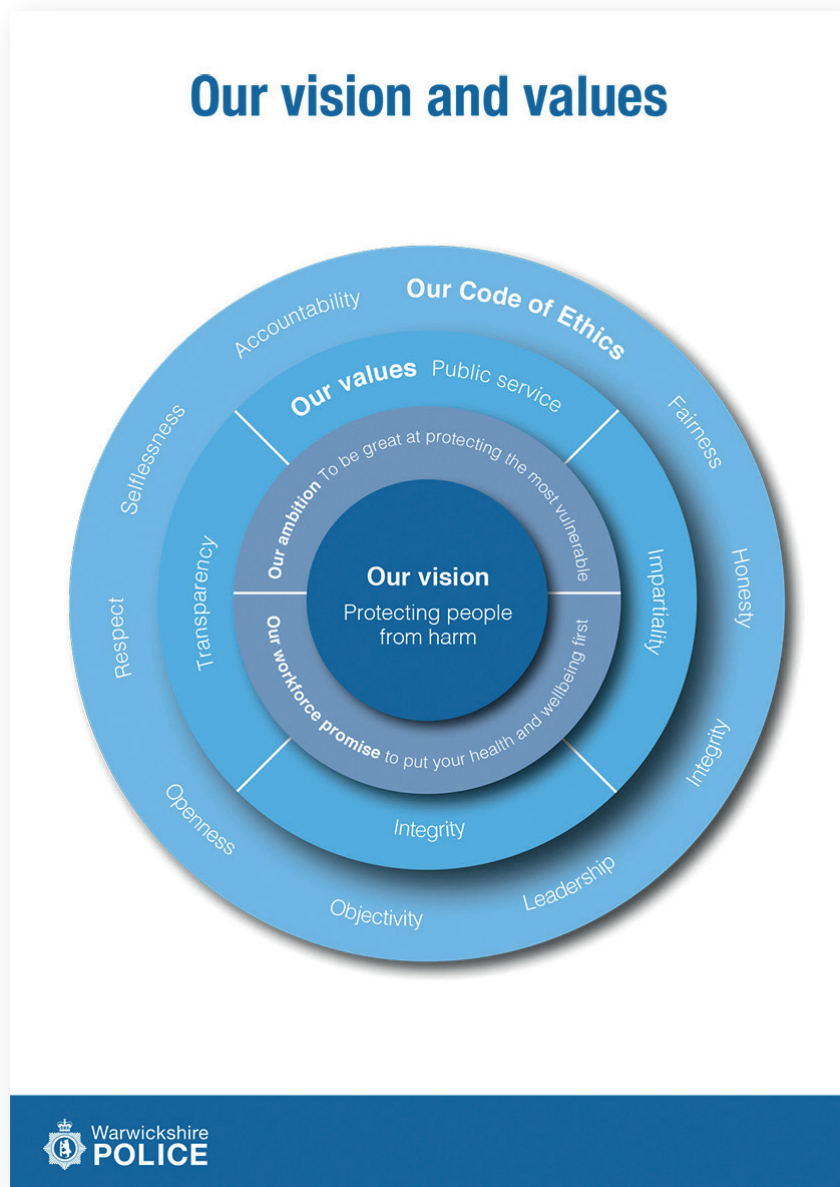
Warwickshire Police’s vision is ‘Protecting People from Harm’, an aspiration which I share, along with the Chief Constable’s desire for the force to become ‘Great at Protecting the Most Vulnerable’. Together they underpin the content of this plan.

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

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

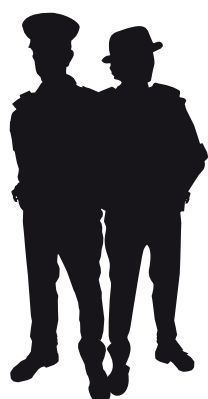
**To provide our communities with the best possible service, In February 2019 I agreed with Chief Officers a new set of core values.**

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





## Warwickshire Police in numbers: Establishment 2019/20



**Police Officers**

**963**



**Special Constables**

**125**



**Police Community Support Officers (PCSOs)**

**87**



**Police Staff (excluding PCSOs)**

**725**



**Police Support Volunteers**

**55**

*Figures correct as of September, 2019*



## 4. Working together

### Local partnerships:

Effective partnership working is essential to achieving the objectives set out in this plan: most of the key areas cannot be tackled effectively by one agency alone especially due to the continued growing pressure on resources. I am fully committed to working in partnership with Warwickshire County Council and the Community Safety Partnerships (CSPs) to achieve

the county vision of 'Protecting our Communities Together'. It is for this reason that, jointly with the Safer Warwickshire Partnership Board, we have aligned the Police and Crime Plan with the **Community Safety Agreement** to demonstrate the firm commitment we share to address the priorities and objectives set.

### National and regional collaboration:

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

I will work with my regional counterparts in West Mercia, West Midlands and Staffordshire and wider national counterparts to ensure we have the capability to support the SPR and hold the Chief Constable to account for responding to these national challenges. I will also monitor the National Special Capabilities Programme and ensure the Chief Constable responds to any changes arising from it.

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

Beyond this, I will look to work with my regional partners to develop collaborative approaches to other policing activity, and other specialist functions, while ensuring continued responsiveness and preserving local accountability. These steps can deliver cost effectiveness, increased capability and greater resilience.

### Blue light emergency services collaboration:

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

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

## 5. Understanding what is important to you

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

Prior to putting my first Police and Crime Plan together in 2016, I ran an eight-week consultation to give members of the public, partner agencies and victims of crime the chance to tell me the priorities which are most important to them. I am pleased to report that the consultation showed very broad support for the priorities and objectives which are contained within this Police and Crime Plan.

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

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

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

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



## Having your say

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

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

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

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

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

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

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

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

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

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

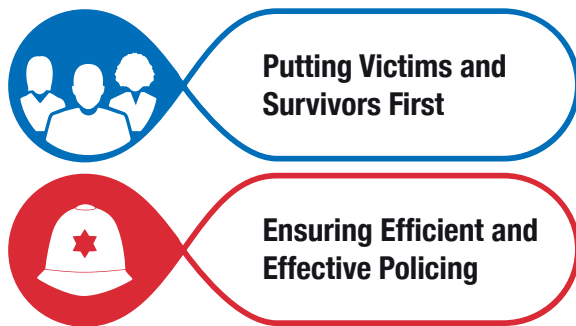
Warwickshire Police must also be easily accessible to you so I am committed to work with the Chief Constable to improve the range of options you have to contact Warwickshire Police, through better use of technology to provide an enhanced and more efficient service and a stronger customer focus.



# 6. Creating a safer, more secure Warwickshire

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

The plan is organised into four main objectives:



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

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

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

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

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



## 7. 'Putting Victims and Survivors First'



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

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

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

Some victims are more vulnerable than others which can be as a consequence of their age, gender and gender reassignment, ethnicity, religion, disability, health or sexual orientation. For this reason it is important to ensure that every victim receives support tailored to their individual needs to aid their recovery.

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

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

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

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

## My approach will be to: -

- Publish a Victims' Charter which will set out my personal commitment to victims and survivors of crime.
- Work with and influence partners to ensure that victims are placed at the heart of the criminal justice process. They should experience high quality, joined-up support which is tailored to their needs.
- Ensure all the services I commission or fund through my grant scheme to support victims are working effectively and helping victims to cope and recover from what they have experienced.
- Monitor and improve through the Local Criminal Justice Board multi-agency compliance with the Code of Practice for Victims of Crime and the Ministry of Justice Witness Charter.
- Work with and influence key partners to embed restorative justice with all key agencies.
- Support the Chief Constable to implement an online crime progress update facility for victims.
- Support the Victims Board to promote best practice.

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

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

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

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

## 8. 'Ensuring Efficient and Effective Policing'



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

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

To enable this to happen a transformation programme is required to ensure the force has the right expertise and innovative thinking it requires to embrace the future. With a focus on wider collaboration with other public. This will in turn offer value for money on revenue and procurement.

As Commissioner I will ensure our police are

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

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

properly equipped, trained and motivated with the latest tools and technology to make our policing more efficient. This will help to reduce the time officers spend in police stations and more time out in the communities. Equally we need to invest in the health and wellbeing of officers and staff so they feel valued and respected, and are motivated and able to protect local communities.

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

Similarly, it had been regularly raised with me that the arrangements for processing firearms applications in a timely manner were inadequate. I supported the Chief Constable in making improvements to the firearms and explosives licensing processes to ensure they are fit for purpose and that wait times are now brought in line with national averages.

Warwickshire has a portfolio of buildings for which I am responsible, including the two state-of-the-art, multi-agency Justice Centres situated in Leamington Spa and Nuneaton. Significant strides have been made in recent years to rationalise the property portfolio, with collaboration with other public sector bodies a key part. I am keen to ensure that the buildings I am responsible for continue to be fit-for-purpose, fully occupied and are professionally managed.

## My approach will be to: -

- Fund over my term of office a significant programme of technology modernisation. This will include a rollout of mobile devices for frontline officers, enabling them to easily and quickly access and process the information they require without having to return to a police station, increasing the time they can be visible within communities.
- Scrutinise the police budget to ensure it is managed effectively and efficiently to enable officer, specials and PCSO numbers to be increased.
- In partnership with the Chief Constable, invest to save, so the force can be more adaptable and make best use of its resources.
- Support the Chief Constable to ensure our police are properly equipped, trained and motivated with the latest tools and technology to make policing more efficient.
- Support the Chief Constable to increase data quality in particular around compliance with national incident and crime recording standards.
- Ensure the force is focused on solving crimes and providing positive outcomes for victims.
- Support the Health and Wellbeing agenda for officers and staff, recognising the direct link between a fit and healthy workforce and achieving high levels of service for the public.
- Ensure the public can contact Warwickshire Police easily when they need to and, when they do, that they can be confident that they will receive a good service in a reasonable time.
- Scrutinise the estate strategy to ensure that we spend less on buildings overall, while ensuring that those we do hold or make use of are cost-effective and fit-for-purpose.
- Give credence to the Home Office Best Use of Stop and Search scheme assessment of the force.
- Support the Chief Constable in ensuring the force is more reflective of the communities it serves and understands and responds to the different needs of society.

- Promote the benefits of the Special Constabulary ensuring people with a broad mix of skills and backgrounds are encouraged to offer their time, with a view to increasing the impact and effectiveness these roles have in supporting regular officers.
- Support the Warwickshire Police Cadet, Citizens' Academy and Police Support Volunteers schemes.
- Support the Chief Constable to review the current processes and performance of firearms and explosives licensing and identify improved ways of working.
- Oversee the Independent Custody Visitor scheme, whose role it is to visit police cells to check on the welfare of people held in custody.
- Give credence to Her Majesty's Inspectorate of Constabulary and Fire & Rescue Service and Fire & Rescue Service (HMICFRS) inspection findings.
- Scrutinise the performance of the force to ensure that complaints to the police are recorded and responded to within nationally-determined timescales.

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

- Ensuring a transformation programme for Warwickshire Police is implemented. This includes embedding into the force the ICT and telecommunication specialists required to deliver business practice and customer service improvements, remove duplication of effort and facilitate easier sharing of information.
- Maintaining a visible policing presence across Warwickshire.
- Increasing the number of police officers, special constables and PCSOs.
- Ensuring the force is properly equipped, trained and motivated with the latest tools and technology to make policing more efficient.
- Increasing data quality and compliance with national incident and crime recording standards.
- Improving the outcomes of reported crimes.
- Continuing to promote the Health and Wellbeing agenda and where necessary provide the resources to do so.
- Improving the performance of the 101 service and making available other appropriate alternative methods for the public to easily contact the police, which reflect the changing ways the public increasingly wish to communicate with organisations.
- Ensuring Warwickshire Police complies with the Home Office Best Use of Stop and Search scheme.
- Maintaining and improving the workforce's composition so it is truly reflective of the communities in Warwickshire.
- Developing a performance framework to identify the benefits of the Special Constabulary and the outcomes it delivers.
- Promoting and delivering the Police Cadet and Citizens' Academy schemes to all sectors of the community and encouraging the appropriate use of volunteers within policing.
- Delivering efficient and effective processes for firearms and explosives licensing.



- Ensuring that those detained in custody are treated fairly. Responding to any concerns raised by the Independent Custody Visitors.
- Achieving a minimum of a 'good' rating in Her Majesty's Inspectorate of Constabulary and Fire & Rescue Service PEEL Legitimacy inspection and continuing to sustain or improve this further.
- Ensuring that complaints to the police are appropriately recorded and responded to within nationally-determined timescales.
- Developing the skills of the workforce to reflect the changing nature of crime and risk they are investigating.
- Making sure all communities, individuals and staff are treated equally, fairly and respectfully by the force.

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

- See increased levels of public confidence in Warwickshire Police, as measured by the Office of National Statistics Crime Survey for England and Wales, my own annual survey and the force quarterly performance reports.
- Equip and train officers with appropriate modern technology to enable mobile working, resulting in them spending more time in the community and in turn increasing police visibility and efficiency.
- Increase police officer, special constable and PCSO numbers.
- Record incidents and crimes accurately and appropriately according to national standards.
- Improve outcome rates for reported crimes.
- Have a strong and healthy workforce with reduced officer and staff sickness levels.
- Have an efficient and effective Special Constabulary which can evidence its added value and benefits to Warwickshire residents.
- Reduce the numbers of abandoned calls to the 101 service and shorten waiting times for calls to be answered, with the primary focus being delivering the right service at the right time.
- Have improved and viable alternatives to 101.
- Have strong estate management which maximises opportunities for co-location with partners and reduces the number of vacant and inefficient buildings.
- Provide the community with an opportunity to engage and support the force to add value.
- Have a workforce whose composition is reflective of the demographic makeup of Warwickshire.
- Use Stop and Search in accordance with national best practice and maintain compliance with the Home Office 'Best Use' scheme.
- Reduce the number of temporary firearms licences being issued and for applications and renewals of licences and certificates to be processed in the timescales recommended within the national guidelines.

- Maintain an effective Independent Custody Visitor scheme which provides reassurance that those detained in custody are treated fairly.
- Ensure Warwickshire Police is rated at a minimum as a 'good' force in Her Majesty's Inspectorate of Constabulary and Fire & Rescue Service PEEL

Legitimacy inspections, and can sustain or improve this rating in future.

- See complaints recorded appropriately and responded to within nationally-determined timescales.





## 9. 'Protecting People From Harm'



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

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

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

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

and working with partners to ensure the services and resources are in place to safeguard our most vulnerable.

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

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

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

disrupt criminal activity. My role is to oversee, influence and organise the meetings attended by a wide range of authorities including the police, local authorities, national probation services, UK Visas and Immigration and the Regional Organised Crime Unit (ROCU).

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

The threats that are included within the current SPR are:

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

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



## My approach will be to: -

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

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

- Continuing to implement the vulnerability awareness training delivered to all front line police officers, to promote a changed culture which sees enhanced 'professional curiosity' to ensure vulnerable victims are identified at an early stage and given appropriate help.
- Improving the Warwickshire Police's current rating in Her Majesty's Inspectorate of Constabulary and Fire & Rescue Service PEEL Effectiveness (Vulnerability) inspection.
- Continuing to work in partnership with the MASH to ensure that vulnerable children and adults are safeguarded.
- Ensuring victims of crime are encouraged to report incidents and are provided with an appropriate response when they do so.
- Continuing to support the Violence against Women and Girls county strategy.
- Ensuring victims of hate crime are encouraged to report incidents and are provided with an appropriate response when they do so.
- Ensuring that Warwickshire roads are appropriately policed and the necessary agency resources are allocated to them via the Warwickshire Safer Roads Partnership.
- Ensuring appropriate police input at the Warwickshire Serious and Organised Crime Joint Action Group (SOCJAG)
- Ensuring Warwickshire Police is represented at and engages appropriately with local partnerships, supporting and influencing their activity.
- Maintaining governance of the Mental Health Concordat.
- Ensuring Warwickshire Police has the capability and capacity to support the Strategic Policing Requirement, with a focus on regional collaboration.
- Ensuring the police requirements of the Prevent action plan are implemented.

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

- Make Warwickshire Police great at protecting the most vulnerable from harm.
- Have Warwickshire Police rated by Her Majesty's Inspectorate of Constabulary and Fire & Rescue Service as 'good' (as a minimum) in its PEEL Effectiveness (Vulnerability) inspections. The force will be able to sustain or continue to improve this rating.
- Vulnerable children and adults are safeguarded.
- Encourage increased reporting of offences which cause the greatest harm, such as rape, serious sexual offences, hate crime, child sexual exploitation, female genital mutilation and domestic abuse.
- See improved satisfaction amongst victims and survivors.
- See increased reporting of hate crime incidents and improved satisfaction among victims in the way their report is dealt with.
- Make our roads safer, with fewer people killed or seriously injured in collisions.
- Reduce the threat score of each serious and organised crime group managed through the Joint Action Group (SOCJAG) process.
- Influence partners to ensure they can evidence how their activities impact on reducing crime and disorder.
- Provide a better service for those with mental health conditions at their first contact with the police.
- Meet the Strategic Policing Requirements (SPR) and strengthen the regional governance arrangements.
- Have a strong and coordinated community and partnership Prevent action plan.

# 10. Preventing and Reducing Crime



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

Cyber crime is identified as a Tier 1 national threat while the latest Crime Survey for England and Wales only serves to emphasise how the nature of crime is changing. The most common type of crime people and businesses suffer is now fraud and other internet-related offences, as criminals have increasingly shifted their focus to an online digital world. Our response needs to change accordingly – both in terms of law enforcement and as users of digital services.

A priority for me is to ensure Warwickshire Police and partner agencies are ready to prevent and tackle cybercrime head on. We know that cybercrime works across territories, borders, even continents, and is not confined to one force area. This is a problem which cannot be solved solely by enforcement action. The best defence is for people and businesses to be aware of the simple steps they can take which can prevent the majority of offences taking place and increasing awareness of these will remain a high priority during my term of office.

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

drug and alcohol implementation plans.

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

Warwickshire is a largely rural county interspersed with several larger urban areas. There are 25,360 businesses in the county, with 22,640 of those (89%) employing less than 9 people. It is important therefore that crime is taken seriously wherever it occurs and is resourced accordingly. Rural communities must not be seen as soft targets for criminals, while local businesses also deserve to be adequately protected from criminality. Warwickshire Police works with a range of partners under the "Rural Matters" and "Business Matters" banners to address these crime types. I welcome the large amount of work that is already being undertaken across the county and I will ensure this continues. At a national level I will also put forward Warwickshire's case for a fairer slice of funding to tackle crime.



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

Most crimes are committed by people who have previously offended, so reducing reoffending is

fundamental to reducing crime in local communities, is cost effective and benefits everyone. I am therefore committed to supporting the Warwickshire reducing re-offending partnership action plan and ensuring it is delivered effectively.

Youth crime continues to fall but there are still too many young people affected by crime and anti-social behaviour, either as victims or perpetrators. It is essential that police and partners work together on early intervention programmes to engage, educate and divert young people away from crime.

## My approach will be to: -

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



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

- Engaging appropriately with Community Safety Partnerships (CSPs) and other key strategic partners.
- Embedding 'Rural Matters' within the police response to these types of crime, working with partners as appropriate.
- Embedding 'Business Matters' within the police response to these types of crime, working with partners as appropriate.
- Training frontline officers to enable them to provide cyber crime prevention advice.
- Ensuring the force has the digital investigation capability and capacity to manage this increasing area of demand.
- Proactively identifying and putting in place measures to tackle those who repeatedly commit crime and cause us the most harm.
- Supporting partners in delivery of the countywide Drug and Alcohol Implementation plans.
- To review and take appropriate action where Out of Court disposals are found to have been inappropriately used.
- Supporting partners in delivery of the reducing re-offending partnership action plan.
- Improving the quality of policing for children and young people, by acknowledging their differences, recognising their vulnerabilities and meeting their needs.

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

- Work with Community Safety Partnerships (CSPs) to implement projects to address local crime trends.
- Increase public confidence to report crime in rural areas and improve the satisfaction of victims when they do so.
- Ensure Warwickshire's voice is part of the national debate on rural crime and police funding.
- Empower the public and businesses to take crime prevention steps to reduce the risk of becoming a victim.
- Increase public awareness of how to report cyber crime and where they can get good advice on how to protect themselves from internet-related crime.
- Have a coherent and integrated whole system approach to offender management across Warwickshire, which brings about a reduction in reoffending.
- Reduce the harm caused by drugs and alcohol.
- Reduce the likelihood of the inappropriate use of Out of Court disposals.
- Reduce re-offending.
- Have greater youth engagement and programmes to educate and divert young people from crime.

# 11. Our resources

## Financial resources

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

**In 2019/20:**

The net revenue budget after savings is



of reserves is to be used within the year.

The net budget is



of income is raised through council tax

## PCC Grants and Commissioning

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

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

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

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

## A value for money approach

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

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

# 12. Performance, assurance, accountability and transparency

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

I will develop a programme of assurance enabling me to scrutinise and challenge the Chief Constable with greater rigour. In addition I will work with the force to design and develop a performance framework. The framework will enable scrutiny of force performance, performance against this plan and allow me to assess success.

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

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

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

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

To ensure transparency I will publish on my website details of the Chief Constable's Term and Conditions of appointment. Similarly, I will publish the details of my own and my office's staff salaries, along with the expenses claimed by myself and the senior staff of my office.

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

- Independent Joint Audit and Standards Committee
- Independent Custody Visitor Scheme

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

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

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



## External Inspections:

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

The **effectiveness** of a force is assessed in relation to how it carries out its responsibilities including cutting crime, protecting the vulnerable, tackling anti-social behaviour, and dealing with emergencies and other calls for service. In 2015/16 and again in 2017/18 Warwickshire Police was rated as 'requires improvement'.

The force's **efficiency** is assessed in relation to how it provides value for money. In 2015/16 and again in 2017/18 Warwickshire Police was rated as 'good'.

**Legitimacy** is assessed in relation to whether the force operates fairly and ethically. In 2015/16 and again in 2017/18 Warwickshire Police was rated as 'requires improvement'.

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



# 13. Web links

The following web links are referenced earlier in this plan:

**Page 9:**

Warwickshire Community Safety Agreement 2017 - 2021:

[safeinwarwickshire.com/communitysafetyagreement](https://safeinwarwickshire.com/communitysafetyagreement)

Strategic Policing Requirement:

[www.gov.uk/government/publications/strategic-policing-requirement](https://www.gov.uk/government/publications/strategic-policing-requirement)

**Page 14:**

The Ministry of Justice Code of Practice for Victims:

[www.gov.uk/government/publications/the-code-of-practice-for-victims-of-crime](https://www.gov.uk/government/publications/the-code-of-practice-for-victims-of-crime)

The Ministry of Justice Witness Charter:

[www.gov.uk/government/publications/the-witness-charter-standards-of-care-for-witnesses-in-the-criminal-justice-system](https://www.gov.uk/government/publications/the-witness-charter-standards-of-care-for-witnesses-in-the-criminal-justice-system)

**Page 21:**

Force Strategic Assessment

[www.warwickshire-pcc.gov.uk/key-information/warwickshire-police-strategic-assessment/](https://www.warwickshire-pcc.gov.uk/key-information/warwickshire-police-strategic-assessment/)

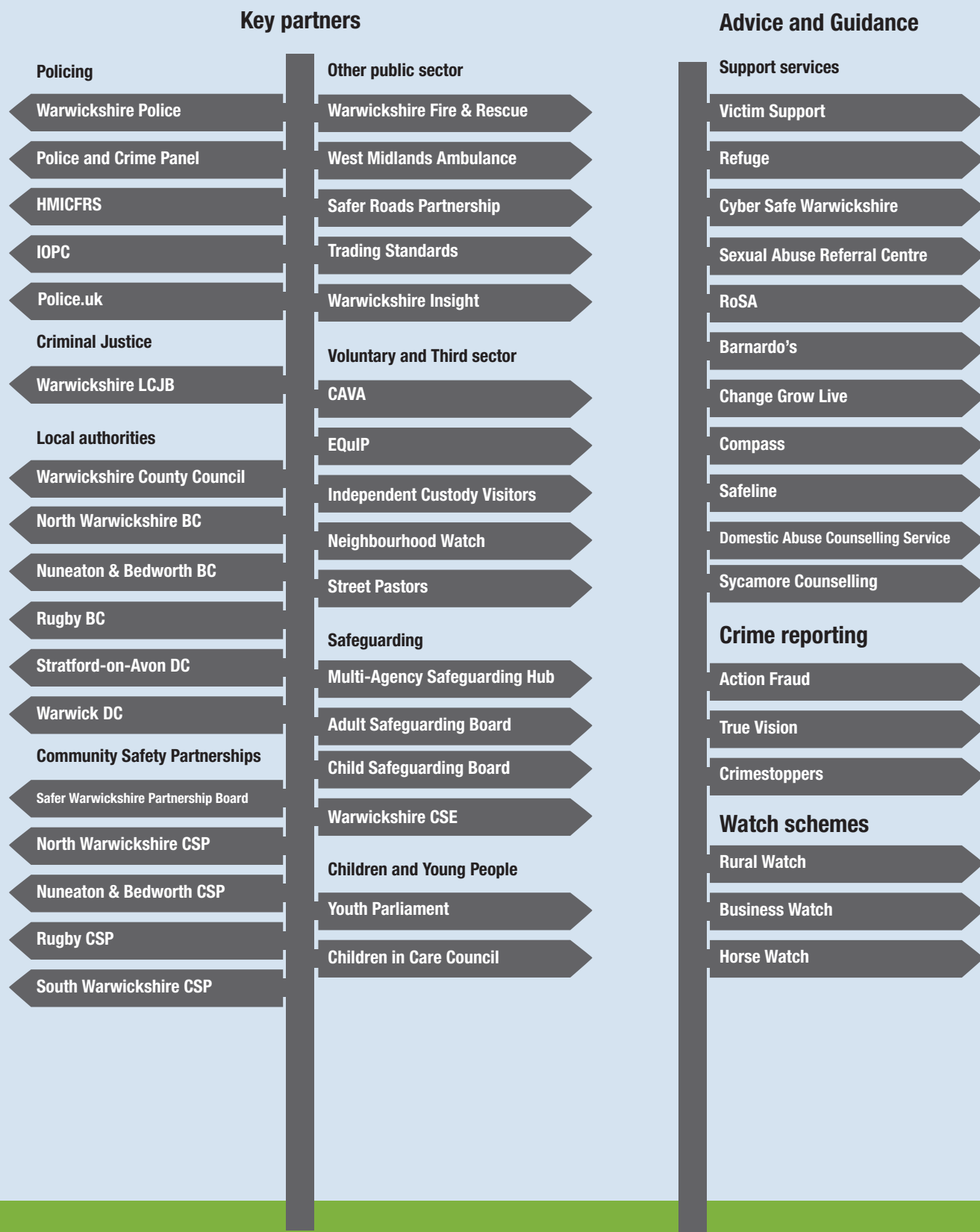
**Page 27:**

PCC Grants Scheme

[www.warwickshire-pcc.gov.uk/your-pcc/commissioners-grants/](https://www.warwickshire-pcc.gov.uk/your-pcc/commissioners-grants/)

# 14. Signposting

Delivery of this Police and Crime Plan is informed and influenced by multiple organisations, agencies and individuals, from whom you can find further information, advice and support. Together, we are working to keep communities safer and more secure across Warwickshire.





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



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

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

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

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

**Telephone:** 01926 412322

**For media enquiries please call** 01926 412418

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

 [@WarwickshirePCC](https://twitter.com/WarwickshirePCC)

 [Warwickshire Police and Crime Commissioner](#)

**If you are having difficulty accessing this plan please contact us to discuss alternative formats.**





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

# ANNUAL REPORT 2018/19



**A SAFER, MORE SECURE WARWICKSHIRE**



# Contents

FOREWORD .....	4
MY ROLE AND RESPONSIBILITIES .....	6
CONSULTATION & ENGAGEMENT .....	9
PUTTING VICTIMS AND SURVIVORS FIRST .....	13
ENSURING EFFICIENT AND EFFECTIVE POLICING.....	16
PROTECTING PEOPLE FROM HARM .....	22
PREVENTING AND REDUCING CRIME.....	29
SAFEGUARDING AND VULNERABILITY .....	41
PARTNERSHIPS & COLLABORATION.....	42
REGIONAL & NATIONAL POLICING.....	44
FINANCE .....	47
GOVERNANCE.....	49
WARWICKSHIRE POLICE PERFORMANCE .....	54
LOOKING FORWARD .....	57
CONTACTS.....	60

# Foreword

This is the third annual report of my term of office, looking back on the activity which has taken place to deliver my vision of 'A safer, more secure Warwickshire' during 2018/19. This has been an unusual year, with events both locally and nationally causing challenges and opportunities alike, meaning that our intended plan of action has had to be modified to cope with changing circumstances.

On the national stage we have seen a sustained debate on police funding, against a backdrop of rising volumes of violent crime and considerable concern over knife offences in large metropolitan cities. Fortunately, Warwickshire has continued to buck many of these trends. Crime levels have remained largely stable, with only a small increase showing across the year compared to larger rises seen elsewhere, while we have not experienced the kinds of knife-related deaths or series injuries that have blighted larger cities across the country.

Nevertheless, the challenges faced by the service overall remain considerable. Over the past year, I have worked with the Chief Constable and our counterparts from across England and Wales to present the reality of the current funding situation to Ministers. It has therefore been a very welcome development to see these conversations bearing fruit, with increased recognition by the government of the damage that continued austerity on the policing sector would bring.

The Home Secretary's announcement of a boost in central police funding late in 2018, plus the granting of further increased flexibility for Police and Crime Commissioners to raise more through their local police precept for a second year running has been extremely welcome and has enabled me to begin the process of rebuilding the strength of

policing locally. I have been clear that any increases in funding provided by local taxpayers must be spent on frontline policing and, as you will read elsewhere in this report, this is what is being delivered with around 150 new officers set to hit the streets of Warwickshire by the end of 2019.

I am confident that this will deliver a noticeable difference to local communities, who have consistently told me they were prepared to pay extra - but only on the understanding that it would mean extra 'boots on the ground'. With one of the largest





percentage increases in officer numbers of any police force in the country, I can report that I have wholeheartedly been able to deliver on this promise.

One aspect of the year which was very much unexpected was the decision by the West Mercia Chief Constable and the West Mercia Police and Crime Commissioner to terminate the strategic Alliance between the two forces, with effect from October 2019. While it was within their rights to make this decision, its timing and surprise nature have presented many challenges for the force and my Office, not to mention the unfortunate level of uncertainty change of this magnitude causes the workforce.

While disappointing, with every such difficulty comes a raft of new opportunities and I have been working closely with Chief Constable Martin Jelley, his senior command team and officers from the force's 'Evolve' change programme to determine the best possible future shape for Warwickshire Police. There are still many aspects to be finalised but our focus is on ensuring there is a smooth transition to our future state and that the final outcome is a revitalised Warwickshire Police, which will be fully focused on delivering the very best for the residents it serves.

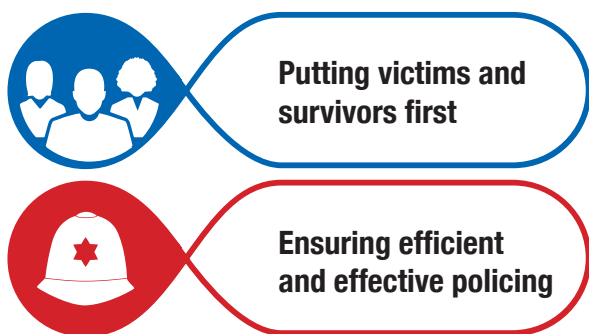
I have been keen to ensure that this unplanned activity does not detract from the collective efforts

to deliver the objectives of my Police and Crime Plan. As you will see from this report, I am pleased to say this has not been the case, with considerable progress being made in all of the key areas by my office.

Across the year, we have undertaken the commissioning of new services to support victims of crime and deliver improved outcomes for some of the most vulnerable in society; worked with colleagues across the region to tackle serious issues such as organised crime and modern slavery; organised a number of county-wide events for police and our partners to encourage better co-ordination and problems-solving in communities; provided more than £2.3 million in grant funding for projects to deliver improved community safety and support victims of crime - and much, much more.

I hope you find the report informative and, as ever, I welcome all of your feedback. After all, it is only through working together that we can deliver a safer society for all.

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



**Police and Crime Plan 2016 - 2012**

A copy can be viewed at: -

[www.warwickshire-pcc.gov.uk/police-and-crime-plan/](http://www.warwickshire-pcc.gov.uk/police-and-crime-plan/)

The document is also available in hard copy upon request.

# MY ROLE AND RESPONSIBILITIES

**The role of the Police and Crime Commissioner is sometimes little known or misunderstood, particularly in communities that could be considered as particularly vulnerable or hard to reach. I therefore hope this summary of my role and responsibilities will provide greater clarity and insight.**

As the Police and Crime Commissioner (PCC) for Warwickshire I am the elected representative of the county's residents and communities, providing me with a mandate to oversee and direct how crime and community safety is addressed in the county. I am accountable to the electorate; the Chief Constable of Warwickshire Police is accountable to me.

My position provides the public a strong voice at the highest level in setting the strategic priorities for Warwickshire Police and holding the Chief Constable to account for the force's delivery of its public protection responsibilities. I am also the custodian of the public finances available for Warwickshire Police and for the commissioning of services to address crime and its impact in the county. I achieve this by: -

- Having the democratic mandate to respond to local concerns.
- Being directly accountable to the scrutiny of the public.
- Setting the police and crime objectives through my Police and Crime Plan.
- Bringing together community safety partners and criminal justice partners to ensure local priorities are joined up.
- Setting the force budget and determining the precept.
- Contributing to the national and international policing capabilities.
- Appointing and, where necessary, dismissing the Chief Constable.
- Holding the Chief Constable to account for the performance of the force.
- Securing an efficient and effective police service for Warwickshire.

On being elected in May 2016 I set out a number of ambitions for how I would seek to shape policing and the wider criminal justice system in the county. These helped form the backbone of my Police and Crime Plan 2016 - 2021 that was launched in December 2016 with the four key objectives of: -

- 1. Putting victims and survivors first.**
- 2. Ensuring efficient and effective policing.**
- 3. Protecting people from harm.**
- 4. Preventing and reducing crime.**

## Chief Constable

The Chief Constable is responsible for operational policing matters, the direction and control of police officers and police staff, and for putting in place proper arrangements for the governance of the force. I am required to hold the Chief Constable to account for the exercise of those functions and those of the persons under the Chief Constable's direction and control. I must also satisfy myself that the force has appropriate mechanisms in place for the maintenance of good governance, and that these operate in practice.

## National Responsibilities

In addition to my role in Warwickshire, I also chair the national Emergency Services Collaboration Working Group, a sector-led and government-backed group formed in 2014, with support from the Home Office, Department of Health and Ministry for Housing, Communities & Local Government. The purpose of the group is to help improve and accelerate the pace of collaboration between emergency services to achieve improved governance, effectiveness and efficiency.

## Office of the Police and Crime Commissioner

In fulfilling my obligations as the PCC I employ a small team of staff in the Office of the Police and Crime Commissioner (OPCC). They consist of a Chief Executive, Head of Media and Communications, six Development and Policy Leads and an Administration Team of two people. In addition, a Treasurer, Head of Finance and Strategic Estates Manager are currently jointly shared with the Office of the West Mercia Police and Crime Commissioner.

In order to effectively manage the 70 separate strands of OPCC business, each of the Development and Policy Leads has a specific portfolio that covers the following areas: -

- Grants, Commissioning and Engagement.
- Criminal Justice and Equality.
- Victims and Road Safety.
- Standards and Integrity.
- Vulnerability and Health.
- Performance and Scrutiny.

In addition, the Development and Policy Leads also have a geographic responsibility at the District and Borough level ensuring that that the entire county is represented by my Office.

With the other three PCCs across the wider West Midlands region I also part fund two Development and Policy Leads with regional responsibility for: -

- Regional Organised Crime and Roads Policing.
- Counter Terrorism and the National Police Air Service.

### OPCC

A summary of each of the portfolio areas held by my staff can be found at: -

[www.warwickshire-pcc.gov.uk/your-pcc/the-opcc-team/](http://www.warwickshire-pcc.gov.uk/your-pcc/the-opcc-team/)

Around 2.7% of the total police budget is allocated to the Office of the Police and Crime Commissioner. The majority of this allocation relates to the funding for victims' support services and the Commissioner's Grants Scheme, which supports projects in the community to deliver against the priorities of my Police and Crime Plan. When inflation is taken into account, the costs of running my Office remain lower than those of the Police Authority that it replaced, despite the considerable additional responsibilities it discharges, amounting to less than 1% of the total annual police budget.

## General Data Protection Regulations

New data protection rules under the General Data Protection Regulations (GDPR) came into effect in May 2018, putting a greater weight of responsibility on individuals and organisations whose work involves the collection of personal data. It is designed to give individuals greater visibility into, and control over, the data they provide or is held by these organisations.

My Office has consequently undertaken a lot of work to ensure that personal data is processed fully in line with the new GDPR requirements, including revising our privacy policy to make it much easier to understand how personal data is collected, handled, stored and retained, as well as outlining your rights. I will continue to ensure that data protection has a high priority in the work of my Office and that of the force.

## Commissioner's Grant Scheme

A very significant element of my function as the Police and Crime Commissioner is the funding of services through my Commissioner's Grant Scheme. My grants scheme has been operating for a number of years, delivering great outcomes for victims of crime, providing advice and support services and contributing to a reduction in reoffending. All of which supports the vital work of Warwickshire Police and makes a positive contribution to the objectives

of my Police and Crime Plan and my vision of delivering 'A safer, more secure Warwickshire'.

## Grants 2018/19



In 2018/19 a total of 64 grants were issued valued at £2,345,318 to more than 40 different organisations or departments within those organisations. Often these are projects which help to tackle some of the underlying issues that can lead to crime, such as alcohol addiction, substance misuse or mental health problems, all of which can provide additional challenges for policing and can have a detrimental impact on individuals and their families.

Projects tackling domestic violence, drug and alcohol abuse, sexual offences and programmes providing positive diversionary activities for young people are among the county initiatives being given a boost through my annual grants scheme. Equally, I have been very keen to ensure that the needs of victims have the right level of help and support available to help them cope and recover from the impact of crime and this is reflected in the other awards I have made for the year ahead.

## In Principal Grants

I have also committed to awarding 'in principal' grants to key stakeholders for the remainder of my term as PCC, to provide some certainty around the continuity of the service. These include the funding for the following posts: -

- Cyber Crime Advisors - 2 posts.
- Rural Crime Coordinators - 2 posts.
- Business Crime Coordinator - 1 post.
- PREVENT Counter Terrorism - 1 post.
- Cyber Trading Standards Officers - 2 posts.
- Community Safety Partnership Analysts - 1.5 posts.
- Domestic Abuse Administrator - National Probation Service - 1 post.

## Grants 2019/20

Due to the new commissioned services work undertaken in 2018/19, I made the decision to assess the 2018/19 awarded grants and to 'roll-over' the funding for an additional year to suitable recipients, in order to channel resources towards the right projects and initiatives. These decisions were taken carefully and the grants have been issued to applicants on the basis that their projects were yielding positive results supporting the objectives of the Police and Crime Plan priorities.

As a consequence of this decision, a smaller sum was made available to new applications from non-profit service providers to fund a range of initiatives. Two pots of funding were made available:

- Small grants scheme of up to £10,000 per project.
- Reducing reoffending grants scheme for up to £15,000.

A total of 13 organisations have been awarded funding through this process, covering a diverse range of projects including lowland search and rescue, business crime projects and hate crime initiatives. An awards event celebrating their funding success has been scheduled for June 2019 where the recipients can showcase their projects to the other attendees.

# CONSULTATION & ENGAGEMENT

**As the Police and Crime Commissioner for Warwickshire I have the democratic mandate to respond to local people's concerns. Effective engagement, consultation and two-way communication are essential in ensuring that the public and stakeholders can have a strong voice in how their communities are policed and to enable a better understanding of the challenges of modern policing.**

## Key Achievements 2018/19

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 my 'Consultation and Engagement Strategy 2016 - 2021' describes how I provide the public and stakeholders with that strong voice in order to develop the vision of 'A safer, more secure Warwickshire'.

Progress in delivering the objectives of the strategy were slowed during the course of the year by the departure of the Deputy Police and Crime Commissioner, who had responsibility for assisting with engagement, and the inevitable time pressures caused by the announcement by West Mercia Police of the termination of the policing Alliance, and my consequent need to engage in detailed planning for the future.

Nevertheless, I have still been able to engage with a wide range of events with the public and key stakeholders during the course of the year. My strategy was reviewed by the Police and Crime Panel in March 2019 and will be refreshed with new

areas of focus for 2019/20, a key objective will be to improve engagement with those communities that are under-represented and seldom heard.

## CONSULTATION

### Precept

Following receipt in December 2018 of the Government's police funding settlement for 2019/20, I launched my precept consultation. This constituted an extensive survey to establish the views of the county's residents and communities on the options provided, coupled with face-to-face consultations with members of the business community and the county's elected representatives.

I received a record 2,600 responses to the on-line survey. The results revealed that 72% of the respondents supported raising the precept by at least £2 per month (for an average Band 'D' Council Tax property), with nearly three quarters of respondents indicating that they would actually support a greater rise if permissible. Just over 9% of all those surveyed indicated that they opposed an increase and the remainder supported a smaller level of increase than £2 per month.

One of the clear themes emerging from the consultation was a desire to have greater visibility of policing in our communities and that is something the plans put forward by the Chief Constable seek to address, as well as ensuring that we build in some sustainable resilience amongst the workforce to be able to meet the rising demands for police services.



I am grateful for everyone who took part in the consultation - your views are vitally important to me in reaching my decision. I'm equally thankful to all those individuals, community groups, local councillors and partner organisations who helped to publicise the survey this year to ensure that representative views were heard.

### **You Said - We Did**

Following discussion with local residents, councillors, and community safety partners, a three month pilot programme was introduced that changed the deployment of police officers in the south of the county. As a consequence, a significant number of Patrol officers were redeployed to Stratford-upon-Avon and Alcester Police Stations from their previous operating base at Greys Mallory that is situated near to Leamington Spa. This resulted in faster response times, improved policing visibility for those living in the south of the county, together with a positive effect on officers' health and wellbeing. The pilot was so successful that it has now become a permanent arrangement. This means that officers from the Warwickshire Police Patrol teams now deploy 24/7 from Stratford-upon-Avon and Alcester.

I know from my weekly conversations with the Chief Constable that he keeps the deployment of police resources under constant review, so I am pleased that the decision has now been made permanent. This will assist in addressing some of the key concerns that have been raised with me by local communities in south Warwickshire and demonstrates that both the force and I are willing to listen constructively and act on public feedback.

## **ENGAGEMENT**

### **Public Engagement**

In addition to meeting with elected members, I have also met with countless members of the public last year to hear their views on police and crime matters and to listen to their experiences of Warwickshire Police. This engagement and dialogue greatly

helps to inform and shape my own views and inform my decisions, as well as serving to hold me to account for my actions as the Police and Crime Commissioner.

Over the course of the year my Office also dealt with in excess of 1,000 pieces of correspondence received from a diverse range of sources and covering a wide spectrum of issues. Each required some form of response and in many of these cases this involved liaising with Warwickshire Police and partner agencies to address the concerns of members of the public and elected members.

### **Media Relations**

The media, locally, regionally and nationally, play an important part in shaping people's opinions about policing and community safety, so having a strong channel of communication with journalists and broadcasters is important. Over the past year I have continued to engage closely with the media, producing regular press releases and other updates on the work of my Office, as well as responding to queries regarding national policy and other topics of concern. This has resulted in more than 270 articles appearing in print and online, as well as my appearance on numerous radio and television broadcasts. The overwhelming majority of the coverage has been positive and I will continue to foster good relations with journalists in the year to come.

### **Members of Parliament**

During the year I have held meetings with all of the county's members of parliament. The purposes of these meetings has primarily been to engage in discussions regarding the implications of the termination of the Alliance and to continue to make the case for greater central police funding, though a range of local issues have also been discussed.

### **Local Councillors**

I am very keen to engage with the county's elected members and consequently have attended a number of the county's district / boroughs 'Scrutiny

and Oversight Committees' as well as multiple parish council meetings and community forums over the past year. Such events provide me with an opportunity to explain my role and to provide an update on the progress made in achieving the objectives of my Police and Crime Plan, as well as listening to their views and feedback to gain a deeper appreciation of the issues of concern to the local communities.

### **Warwickshire Police**

Throughout the year I followed a programme of regular visits to the Warwickshire Justice Centres and the county's police stations and other policing facilities. The visits enable me to meet informally with the staff and partners at those locations to seek their views, listen to their concerns and to see for myself their daily work. Through these visits I gain a better understanding of the demands and challenges faced by Warwickshire Police and its officers and staff, thereby enabling me to make more informed decisions for the benefit of the workforce and those that they serve.

It has also been both my privilege and pleasure to attend and address force awards and commendations ceremonies throughout the year.

### **Police Cadets**



*Philip with Commissioner's Cadets Chloe Lloyd and Grace Kay.*

I very much support the Warwickshire Police Cadets, a voluntary scheme for young people and a key part of Warwickshire Police's strategy for youth engagement. The scheme began in 2014 and has gone from strength to strength ever since with cadets supporting local policing priorities by volunteering, working with partner agencies and positive participation in their communities. It also provides the opportunity for the cadets to gain a practical understanding of policing and develop their spirit of adventure and good citizenship.

As part of my commitment to the cadets, I took part in their annual five day residential stay at an outdoor pursuits centre in Devon, designed to help develop



*Philip taking part in the Police Cadets residential stay in Devon.*

their spirit of adventure and good citizenship. During my visit the cadets took part in a search and rescue exercise - with me as the person needing to be recovered - and tried their hand at surfing in the afternoon. I joined them in catching the waves and overall it was a highly enjoyable day and a great chance to engage with younger members of our community.

I have decided to nominate two cadets each year to additionally become Commissioner's Cadets, helping to represent my Office at functions, as well as assisting with youth engagement activities. This year I am pleased to announce Chloe Lloyd as the Commissioner's Cadet for the north of the county and Grace Kay for the south. Both were presented with special medals to recognise their additional new responsibilities at the Chief Constable's awards evening in Leamington Spa.

### **PCC Award - Excellence in Policing and Community Safety**

In November 2018 it was my pleasure to announce the winner of my Award for 2018 as Robin Bunyard. The award recognises Robin's outstanding work assisting the police from his business premises in Rugby. For more than 25 years Robin has worked with a wide range of functions in the force providing facilities, support and guidance in all matters vehicle-related, being principally responsible for the recovery of vehicles which are involved in police investigations and following road traffic collisions on behalf of the force. Over and above this he supplies Warwickshire Police with vehicle examination facilities at no cost, as well as giving disposal vehicles for free, which the force uses for officer training exercises.

Robin has a welcoming

demeanour and a great sense of humour which puts people at ease and this is recognised by officers and police staff who visit his premises to fulfil policing tasks, some of which can be unpleasant, such as the examination of vehicles after fatal road collisions. Robin is also a font of knowledge and advice for the public who visit his premises, guiding them in the 'what next' steps to take following a road traffic collision and the procedure for producing documents at police station front counters.

This public-spiritedness has come at personal cost to Robin and his family, who have seen some very trying times over the years, including receiving threats and intimidation while conducting police vehicle removals. Ten years ago his business suffered a very traumatic arson attack as a reprisal for his involvement with the police, which required a complete relocation while the premises were rebuilt at substantial personal cost. Despite all of this, whatever has been asked of Robin and his business, he has worked tirelessly to provide. As he now starts partial retirement, it seems a fitting time to recognise Robin's many achievements.

I was delighted to hand over the award during the Chief Constable's commendations evening in Leamington Spa, where many examples of outstanding police work were also recognised.





# PUTTING VICTIMS AND SURVIVORS FIRST



**Achieving a proper outcome for victims and survivors of crime is a vital component of my Police and Crime Plan. This means treating them with respect and ensuring that an effective service and support are available.**

## Key Achievements 2018/19

### **VICTIMS NEEDS ASSESSMENT**

In 2018 I engaged external consultants to compile an independent and comprehensive assessment of victim services in Warwickshire. This research comprised of the extensive surveying of victims of crime giving victims and witnesses a voice and resulting in the publication of the first comprehensive and definitive needs assessment for victims of crime in Warwickshire, which identified that victims needed the following requirements: -

- **Information and Communication.** Timely and accurate information and effective methods of communication, both in delivering information and updates and listening to victim needs.
- **Procedural Justice.** Victims wanting fair treatment, including knowledge of and access to judicial entitlements. This increases victims' perceptions of legitimacy and aids their engagement.
- **Multi-agency Working.** Co-located multi-agency partnership working across statutory and voluntary sectors.
- **Professionalised Services.** Particularly those that provide victims with a single individual advocate or case worker to help them in their whole journey throughout the Criminal Justice System (CJS).

Whilst the subsequent report highlighted good practice, it also identified gaps in our service provision. The results of this work has allowed more informed and better decisions to be made as to the future direction of commissioned services in Warwickshire and in doing so has improved and strengthened the support and services available.

## COMMISSIONING OF SERVICES FOR VICTIMS

As the Police and Crime Commissioner I hold the statutory function for the commissioning of services to support victims of crime in Warwickshire. In doing so, I recognised that certain services would benefit from having more assurance and certainty, for both the service user and service provider, than was possible through the process of applying for annual funding through my Commissioner's Grant Scheme. I therefore took the decision that I would move to a commissioned services model, enabling medium-term longevity of service provision and also allowing contract requirements and performance measures to be set, all of which was not possible through grant funding process.

During the last year my Office have therefore been heavily involved in enabling this transition from grant funding to evidence-based commissioning. The process included external consultants to produce the Victims Need Assessment referred to above to understand the service user requirements. There then followed a process of evaluation and establishing service specifications, procurement and tendering to identify preferred service providers, culminating in contracts being awarded to the successful bidders.

These newly commissioned services were awarded to the following organisations for a three year period and commenced on the 1st April 2019: -

1. General Victim Cope and Recovery Services: - Victim Support.
2. Sexual Abuse and Violence (SAV) Recovery Service: - Collaborative bid by RoSA (Rape or Sexual Abuse Support) and Barnardo's.
3. Child Sexual Exploitation (CSE) Recovery Service: - Collaborative bid by RoSA and Barnardo's.
4. Adult Substance Misuse Services for Criminal Justice Service Users: - Change Grow Live (CGL).
5. Children and Young People Substance Misuse Services CJ Service Users: - Compass.

I am extremely proud of this considerable achievement as through commissioning services directly, or through co-commissioning with other organisations, I will be able to maximise available funding and ensure good quality accessible services for Warwickshire residents, thereby achieving best value for money and the most positive outcomes for victims and survivors of crime in Warwickshire.

## Ministry of Justice

The Ministry of Justice provide an annual grant of £647,000 to my Office for the provision of victim support services. I have distributed this funding in the following three areas to provide such services and in support of the objectives of my Police and Crime Plan: -

- Victim Support - £461,000.
- Barnardo's - Child Sexual Exploitation / Child Sexual Abuse - £126,000.
- Restorative Justice Services - £60,000.

## CASE STUDY - VICTIM SUPPORT

As an independent charity, Victim Support works to provide people affected by crime or traumatic events with the support they need to cope and recover, helping them to feel safe and move beyond their experience of crime. This is vital work and I have been pleased to support Victim Support's operation in Warwickshire. During the year, more than 16,000 referrals were made to Victim Support in our county, meaning more than 12,000 victims of crime were given offers of immediate support and nearly 6,000 offered further in-depth help and advice.

Feedback from victims has been extremely positive, with 100% satisfaction rates reported across the year and the numbers expressing that they were very satisfied never being below 82%.

### Quotes from victims

**"Fantastic, more than 100% happy with the support. To be perfectly honest, I don't think I would have been able to carry on without you. Thank you so much."**

**"Thank you for everything you've done. You've made me feel so empowered."**

**You do not have to have reported a crime to police to access Victim Support services.**

Victim Support in Warwickshire can be contacted on 02476 351003 and lines are open .

Monday to Friday from 9am to 5pm.

Victim Support can also be contacted for free outside of these hours on 08 08 16 89 111

Or request support via [www.victimsupport.org.uk](http://www.victimsupport.org.uk).

There is also online live chat facility on the Victim Support website.

## Victims and Witness Charter

My Victims and Witness Charter consists of nine key expectations that set out the standards of service communities should expect to receive from the police and criminal justice agencies in the county if they fall victim to, or witness, a crime. It seeks to give victims and witnesses a voice and ensure that the needs of the most vulnerable and intimidated will be recognised and understood. It also provides a means for the public to hold myself, the police and the other justice partners to account to make sure the standards are being delivered.

There has been positive progress made since the Charter's inception, whereby the Warwickshire victim and witness agenda has been subject to ongoing attention by Criminal Justice partners. Going forward the Charter will continue to be consistently and effectively communicated to ensure its principles become totally secured within the ethos of the Warwickshire criminal justice system and the agencies who support both victims and witnesses.

## Victim and Witness Forum

The forum reports to the Warwickshire Local Criminal Justice Board (LCJB) and it ensures that victim and witness entitlements are very much at the heart of criminal justice processes in Warwickshire. The forum is chaired by a member of staff from my Office, who has responsibility for victim and witnesses on my behalf.

All the agencies who make up the criminal justice system are members of the forum and central to their work is ensuring that victims and witnesses receive the entitlements that are contained within the Code of Practice for Victims of Crime 2015 and the Witness Charter 2013.

# ENSURING EFFICIENT AND EFFECTIVE POLICING



**A police service where officers and staff are properly equipped, trained and motivated with the latest tools and technology not only makes policing more efficient, effective and visible, but improves the quality of the service they can provide to deter criminality and reduce the fear of crime. My aim is to transform Warwickshire Police into a modernised force fit for purpose for both the present and future.**

## Key Achievements 2018/19

### POLICE FUNDING

Since becoming Police and Crime Commissioner in May 2016, I have become increasingly aware of the challenging situation policing is in. Demands on the police have continued to increase, with rises in recorded crime and the more complex nature of modern police investigations coming at the same time as the Government's austerity programme resulted in reduced central funding for policing. As a result, Warwickshire Police entered the financial year with 21% fewer officers than it had in 2008, resulting in much larger workloads for the officers and staff remaining and meaning that Warwickshire has among the lowest ratio of police officers per head of population in the country.

During my time in office, I have been making this position clear to central government, arguing the case that policing needs more central funding if it is to continue to keep the public safe and maintain law and order satisfactorily. Similar representations have been made by Police and Crime Commissioners and Chief Constables up and down the country and these resulted in an improved settlement for policing from the Treasury for 2018/19 and more flexibility for Commissioners in setting the police precept element of the local council tax.

For the 2018/19 financial year, I was able to secure the public's backing for a 6.25% increase in the Police Precept, equivalent to a £12 per year increase on a Band D property. This enabled me to set a budget which secured around 50 police officer posts which might otherwise have had to have been lost.

I did not take this decision lightly, as I'm aware of the financial burden that it imposes on households within the county and I certainly didn't become the Police and Crime Commissioner to be a tax raiser! However, I was elected on the mandate to deliver the objectives of my Police and Crime Plan that includes the statutory requirement to secure an effective and efficient police service for the residents and communities of Warwickshire.

In late December 2018 the government announced further flexibility for Police and Crime Commissioners to raise the Police Precept for 2019/20 by up to £24 for a Band D property. Along with increased central government funding, this has provided an opportunity to substantially increase the budget of Warwickshire Police and allow much-needed investment in frontline policing.

Prior to making a decision on the precept rise in Warwickshire, as described earlier in this report, I conducted an extensive consultation survey to establish the views of the county's residents and communities. As a consequence, with strong public support I decided to raise the precept by the maximum allowable. This decision was unanimously ratified by the elected members of the Police and Crime Panel at its meeting on the 4<sup>th</sup> February 2019.

This precept rise equates to an additional 50 pence per week for a Band D property and I have ensured that all of the additional money raised will be spent on police officer and police staff posts here in Warwickshire. The additional funding will

enable Warwickshire Police to recruit an additional 100 staff consisting of 85 police officers, 5 Police Community Support Officers and 10 civilian crime investigators. When added to the 50 police officers funded through the precept rise in 2018/19, this will ultimately bring Warwickshire Police's establishment up to 963 officers by the end of 2019.

I believe my budget will help Warwickshire Police provide the public with an enhanced service to deliver greater protection, improve public confidence in policing, boost visibility and will mitigate against some of the pressures that frontline police officers and staff currently face.

*No two days are the same*

**Warwickshire Police is recruiting officers**

Do it for yourself.  
Do it for your community.

Warwickshire POLICE Search online for Warwickshire Police Jobs

**RECRUITMENT**

You will no doubt have seen the ongoing recruitment campaign that is seeking to bring about those significant increases in police officer numbers into Warwickshire Police. I am assured that the force are making every effort to expeditiously achieve this as an absolute priority.

This growth in the workforce will result in highest number of officers that Warwickshire Police has had in the last seven years. It also represents the largest percentage increase in officer numbers planned in the next 12 months by any police force in England and Wales.

This unprecedented recruitment of additional officers has also provided an opportunity to increase the numbers of Black and Minority Ethnicity (BME) officers in Warwickshire Police to ensure the force is truly representative of the communities it serves and progress in this regard is being actively monitored by my Office.



## Armed Forces

Warwickshire Police is also among the first forces in the country to extend their eligibility criteria for new officers to members of the armed forces and emergency services, as well as people who have had significant contact with the public in their working lives. Previously, applications for Warwickshire Police officers were only open to people with a level 3 qualification, or those with a previous or current police role, such as Police Community Support Officer or Special Constable. However, the force will now also consider military service personnel who have served a minimum of five years in the armed forces, or are six – nine months away from their last day of service, with an exemplary disciplinary record. Workers from relevant emergency services or public-facing organisations, such as paramedics and communications staff in the emergency services, are also eligible to apply.

I want to ensure that Warwickshire Police can recruit from the widest pool of candidates possible to attract the very best recruits in support of my pledge to increase police officer numbers, so this extension of the eligibility criteria is good news. This change will give a great new opportunity to those leaving the armed services. I know from my own military service that many of the skills that veterans have are complementary to policing and the additional life experiences they bring can be very valuable, giving a different perspective and helping the organisation grow.



## NEW POLICING MODEL

In April 2018 Warwickshire Police implemented its new policing model following extensive research, and in doing so made changes to focus on problem solving to address perennial issues, to better meet changing demands and to improve visibility and maximising the benefits of new technologies. It ensures that Safer Neighbourhood Teams (SNT) are protected, Response policing is boosted and that police officers, PCSOs and specialist teams are on duty at the right time and in the right numbers to meet increased demand, thereby providing better protection for communities and vulnerable people. I stipulated that all the additional money raised through the police precept this year was directly spent on frontline policing.

Within the model a new Missing Persons Team has been created to work alongside existing Child Sexual Exploitation officers, with the objective of tackling the underlying causes of why people go missing, in order to reduce the frequency of their absences and to safeguard vulnerable people. Also, the new policing model includes the formation of a new Prisoner Processing Team to free up patrol officers to spend more time out in communities. An additional 10 roads policing officer posts were also created to enable a greater focus on road safety initiatives and to reduce the number of people killed or seriously injured on our highways.

Whilst there has been a delay in filling these new posts due to the inherent time lag in recruiting new officers and members of staff, I am confident that with the considerable investments I have made to support frontline policing it will ensure that we can progress to build *'A safer and more secure Warwickshire'*.

## Athena

In last year's annual report I announced that the Athena ICT system had been fully introduced into the force in October 2017. Athena has been developed with a number of police forces working together to find better solutions. The platform covers over 70% of operational process and practices, with the intention to deliver efficiency savings through the linking of previously separate ICT systems and thereby improving processes.

The impact of such a generational major change to existing working practices and processes has been found to be challenging and some obstacles to performance have been experienced following its implementation. As I was not entirely satisfied that the Athena issues were being adequately addressed by the force, I commissioned my Office to examine in detail the prevailing concerns and to produce a detailed report on the issues. The purpose of the report was to provide an examination of Athena, in terms of its selection, processes, governance and the realisation of perceived benefits and risks. The focus of the report was on Athena's affect at the operational and tactical level and its impact on force performance and the management of the risk of harm. This aim is coherent with two of the four objectives of my Police and Crime Plan, namely: -

1. Ensuring effective and efficient policing.
2. Protecting people from harm.

This investigation culminated in an extensive report with recommendations being produced by my Office, which was presented to the Chief Constable in August 2018 for his consideration and for a formal response to be provided. The force's response acknowledged these concerns and as a consequence the governance arrangements for Athena have been strengthened with the formation of both a strategic and tactical governance group, coupled with an uplift in resources in key processes and modifications to certain procedures. These are welcome developments and my Office will continue to monitor and scrutinise the progress being made.

## Workforce Health and Well being

The Chief Constable has demonstrated strong leadership and shown a genuine interest in the health and wellbeing of his workforce. He personally chairs the Health and Wellbeing Board, on which my Office has representation, its purpose being to deliver real improvements in the wellbeing of the workforce. A strategy has been developed to improve the situation and a plethora of initiatives implemented that are having a positive effect on sickness absence rate and the morale of the workforce, including designating 2019 as the Year of Health and Wellbeing.

## Vision and Values

In February 2019 Warwickshire set out the force's renewed vision, values and priorities: -

- **Vision:** - Protecting people from harm.
- **Ambition:** - To be great at protecting the most vulnerable.
- **Promise to the workforce:** - To put your health and wellbeing first.
- **Embrace the four national values** outlined by the College of Policing and underpinned by the Code of Ethics: -
  - I. Public service.
  - II. Impartiality.
  - III. Integrity.
  - IV. Transparency.



- **Force Priorities:** -

- I. Putting victims and survivors first.
- II. Protecting people from harm.
- III. Preventing and reducing crime.
- IV. Ensuring effective and efficient service.

With these foundations I am reassured that Warwickshire Police will continue to deliver an extremely professional service to our communities, whilst ensuring that Warwickshire Police is also a great place to work.

## ENDING OF THE ALLIANCE WITH WEST MERCIA POLICE



On 8<sup>th</sup> October 2018 West Mercia Police formally served notice of its decision to terminate their strategic alliance with Warwickshire Police. This decision is to take effect from 9<sup>th</sup> October 2019.

The Alliance has been in operation since 2012, delivering around £35 million of savings to both forces during this time and, in my estimation, has been very successful for both forces. While discussions had been taking place with West Mercia for some time on how best to evolve the Alliance to meet the challenges of today and tomorrow, the decision by the West Mercia Chief Constable and Police and Crime Commissioner to terminate the agreement altogether and seek a new arrangement with more favourable terms was not something that we had expected in Warwickshire.

Since the notice of termination, I have been working closely with the chief officers of Warwickshire Police to determine the best course of action to safeguard the delivery of policing services in Warwickshire. A change team has been established within the force to make detailed and costed assessments of each area of the force's business and understand what elements may be best delivered by the force wholly in Warwickshire or through continued collaboration with West Mercia or other partners. This has included assessing options to provide services on a hosted, shared or standalone basis.

The default position is that the services which had formerly been shared will be separated, should no further agreement be reached.

Negotiations have continued to take place between West Mercia and Warwickshire to agree an 'exit strategy' from the Alliance, to ensure that arrangements for any separation are both planned and orderly. I am in daily contact with the Warwickshire Chief Constable regarding these hugely important issues.

Work to determine the future of Warwickshire Police is continuing and both the Chief Constable and I are confident that the force will emerge in a strong position and will continue to deliver high quality services to the public. The coming months will be challenging, but represent a significant opportunity to reset Warwickshire Police and build extremely strong foundations for the next decade, embracing the best and most effective practices from around the country.

The change programme has been branded 'Evolve' and a series of staff seminars have taken place where I and the Chief Officer team were able to update all the officers and effected police staff on our thinking for the future.

As our plans are finalised, I will ensure that our staff, the public, partners and the Police and Crime Panel are kept fully informed on the exciting developments to come.





# PROTECTING PEOPLE FROM HARM



**Warwickshire Police's vision is 'Protecting people from harm', an aspiration which I share along with the Chief Constable's desire for the force to become 'Great at protecting the most vulnerable'. Together, these aspirations underpin my Police and Crime Plan and vision of achieving 'A safer, more secure Warwickshire'.**

## Key Achievements 2018/19

### DOMESTIC ABUSE

The management and investigation of domestic abuse (DA) is complex and Warwickshire Police has established a range of governance arrangements to provide increased visibility and oversight to address these matters and this has in turn driven a number of tactical and operational initiatives. The totality of all this endeavour is that DA performance is showing improvement. There is still much to be done to embed these practices into the organisation and for them to gain traction, but the 'direction of travel' is forward and positive. The continuing commitment of the Chief Constable and myself will further improve this position to enable the objectives of the Police and Crime Plan to be achieved and the vision and ambition of Warwickshire Police to be realised.

### PCC Funded Victim Programmes

#### **Domestic Violence and Abuse Support Service**

The provision of effective domestic violence and abuse services is central to the delivery of Warwickshire's Violence against Women and Girls (VAWG) Strategy to provide confidential, non-judgemental and independent support to all victim-survivors of domestic violence and abuse in Warwickshire.

With Warwickshire County Council I jointly commission the Domestic Violence and Abuse Support Service, including the provision of Independent Domestic Violence Advisors (IDVA), Outreach Workers and Helpline. It also incorporates managing the Identification and Referral to Improve

Safety (IRIS) service, a general practice-based domestic violence and abuse (DVA) training support and referral programme.

The contract also includes the co-ordination and management of the **MARAC** process (a victim focused information sharing and risk management meeting attended by all key agencies) along with the Warwickshire Domestic Violence and Abuse Supported Accommodation Service.

#### **Refuge**

My Office has worked closely with Warwickshire County Council to co-commission an enhanced community-based domestic abuse support service

for the county. The contract has been awarded to Refuge, an organisation with a wealth of experience in working with victims and survivors and has achieved a high reputation nationally. Over the last year Refuge has delivered a combined community-based support and accommodation service in Warwickshire, including: -

- Coordination of Warwickshire's Multi-Agency Risk Assessment Conferences (MARAC). The MARAC is a monthly multi-agency risk assessment conference which reviews the safety of victims of domestic abuse identified as being at high risk.
- Management of the Sanctuary Scheme. This innovative victim-centred initiative is designed to enable victims of domestic violence who wish to remain in their own accommodation the opportunity to do so when it is safe and the perpetrator does not live there. If a victim feels compelled to move then the disruption to family and other support networks, education and employment can sometimes lead to homelessness.
- Twenty-four units of accommodation available in locations across Warwickshire for housing those affected by domestic violence.
- A single point of contact and specialist helpline.
- Specialist advocacy for high risk victims.
- Support for males and females aged 16 and over and their dependent children.
- Provision of a children's worker.
- Specialist support for minority communities.

### **Sycamore Counselling**

This initiative provides an anger awareness programme to support people from Nuneaton, Bedworth, North Warwickshire and Rugby who are struggling with anger issues that can lead to increased safeguarding risks for children and young people. It also seeks to address anti-social behaviour and reduce re-offending and custodial sentences.

### **Family Intervention Counselling Service**

The Safer Families Project is a psycho-educational programme from a therapeutic change perspective. It is aimed at young people who are being abusive, violent or exhibiting self-destructive behaviour, such as violence towards parents, siblings or pets, school refusal, running away and self-harming.

### **PCC Funded Perpetrator Programmes**

I fund the two perpetrator programmes currently operating specifically in Warwickshire: -

#### **Domestic Abuse Counselling Services (DACs)**

These services are funded to provide a ten week programme for perpetrators in Nuneaton and Bedworth, North Warwickshire, Rugby and Stratford District. The programme is voluntary and seeks to reduce risk of abuse to victims by providing a free service, removing the financial block to therapeutic intervention. The outcome will be a reduction of risk of repeat victimisation to victims of domestic abuse thus creating a safer family environment.

#### **Family Intervention Counselling Service (FICs)**

This project is funded to provide a 26 week change programme for the Warwick District. The set tasks include addressing issues around power and control, identifying abusive behaviour, determining alternative cognitive and behavioural options, improving social networks, building empathy and understanding the impact of domestic abuse on children.

### **VIOLENCE AGAINST WOMEN AND GIRLS**

Every year in the UK 3 million women experience rape, domestic violence, forced marriage and so-called 'honour' crimes, female genital mutilation, stalking, trafficking and sexual exploitation. Such



violence is a major cause of death and disability and is linked to other issues such as poor health, child poverty, social exclusion and economic and educational disadvantage. Over the last few years significant progress has been made in improving our services for those who experience gender-based violence, particularly domestic and sexual violence.

The Warwickshire Violence Against Women and Girls Board is the strategic body orchestrating activity in this critical area, on which I am represented by my Office, and underpinned by the Warwickshire VAWG Strategy 2015-2018. The strategy has the following four key objectives: -

- **Prevention** - Preventing violence against women and girls from happening by challenging the attitudes and behaviour which foster it and intervening early where possible to prevent it.
- **Provision** - Providing high quality, joined-up support for victims where violence does occur.
- **Protection** - Taking action to reduce the risk to women and girls who are victims of violence and ensuring that perpetrators are brought to justice and provided with opportunities for change in a way that maximises safety.
- **Partnership** - Working in partnership to obtain the best outcome for victims and their families.

## Child Sexual Exploitation

I have made tackling Child Sexual exploitation (CSE) a key feature in my Police and Crime Plan and my Office has been working for the past year to secure further enhanced services for victims, by directly commissioning support services on multi-year basis. I'm delighted that Barnardo's in a joint bid with RoSA have been successful in being awarded the contract and so the good work that has gone on to date will be able to progress and continue apace during the years ahead.

There has been an increase in reported cases of CSE in the county, which is believed to be partly attributed to increased awareness of the issue and identification of cases. Warwickshire Police, Barnardo's, RoSA and Warwickshire County Council form the multi-agency team in Warwickshire co-located in accordance with the recognised best practice model at the Leamington Justice Centre. This approach of integrated working has vastly enhanced the flow of information and intelligence between the agencies, enabling early identification and prevention of CSE together with support for the children and their families.

The CSE team has also led the county's 'Something's Not Right' campaign. During 2018, the team supported more than 100 children and young people affected by CSE in Warwickshire and conducted 27 prosecutions to combat the threats posed by perpetrators. As a result, more than 100 years imprisonment were imposed and numerous comparative restrictive orders and sex offender registration orders have been secured.

A key feature of the team's work is to place a strong emphasis on training and raising awareness in the community. Over the past year they have provided targeted training in hotels, pubs, clubs and bars, fast food venues, as well as to taxi drivers, health organisations and schools.

In March 2019 a Child Sexual Exploitation Awareness Day took place in Warwickshire. The issue is so important that the opportunity was taken to extend that to a week of activity to help raise the profile and understanding among the public of this horrific crime.

## Child Sexual Exploitation

Anyone with concerns about a child, location or situation should call police on 101.

Warwickshire Multi Agency Sexual Exploitation Team helpline on 01926 684 490.

If you're worried about the way someone is treating you, or someone else and

**'Something's Not Right'** call or text the free and anonymous helpline on 116 000.

For more information on how to recognise the signs of exploitation, spot when something's not right and where to get help visit: - [www.warwickshirecse.co.uk](http://www.warwickshirecse.co.uk)



## Hate Crime

In October 2018 I was delighted to present at the Warwickshire 'Love Instead of Hate' community conference, as promoting equality among communities and tackling discrimination are key parts of my Police and Crime Plan. The event was held as part of the Hate Crime Awareness Week and saw Warwickshire residents hear from inspirational people with amazing and humbling stories. Everyone came together to show that we embrace our difference with the aim to provide a greater understanding about what constitutes hate crime and how it can be reported, as it is widely unreported problem as victims don't always think a

crime has been committed. The conference sought to: -

- Raise awareness and reinforce messages about hate crime and the importance of reporting.
- Encourage communities to speak out against hate and report incidents.
- Empower and inspire people to be actively involved in combating hate.
- Update communities about the work being undertaken in Warwickshire with partners.

### **Hate Crime Charter**

In March 2019 the Equality and Inclusion Partnership (EQuIP) and partners from across Warwickshire celebrated the launch of the Hate Crime Charter. The charter is aimed at supporting businesses in identifying and reporting hate crimes and incidents that may take place in and around their premises and the Ropewalk Shopping Centre in Nuneaton was the first to be awarded Hate Crime Charter accreditation.

The launch was opened by a speech from Junaid Hussain, Chief Executive of EQuIP who detailed the benefits of businesses signing up to the Charter and what was involved. I was very pleased to be able to attend and contribute to the event together with the Chief Constable and other partners.

This initiative continues to build on the other great work undertaken through the Warwickshire Hate Crime Partnership and the charter clearly sets out how with the business sector we can collectively create a safe environment where staff and customers can be supported.

#### **Hate Crime Charter**

For further information contact: -  
advice@equipequality.org.uk  
01788 863117

### **LBGTQ Community**

Absolutely no one should be victimised for being who they are, but sadly homophobia, transphobia and biphobia still exist in our community. Putting victims first and tackling hate crime are important priorities for me and I fully support Warwickshire Police's positive engagement with the LGBT community.

### **Warwickshire Pride**

In August 2018 I had the pleasure of attending the Warwickshire Pride Festival at Leamington's Pump Room Gardens. In Warwickshire we respect and celebrate difference and diversity, so I was delighted to be asked to give the opening address. It's very

important to me that everyone living in Warwickshire feels safe, supported and accepted for who they are, with access to equal opportunities. I was therefore keen to get this message across on the day, as discrimination because of who an individual is remains unacceptable.



### **Reporting**

The effects of hate crime on an individual and their family members can be devastating and everyone has a part to play in challenging unacceptable behaviour, but together as a community we can drive home the message that hate crime will not be tolerated in Warwickshire.

Warwickshire Police is fully committed to ensuring all victims have the confidence to come forward and report any such incidents or crimes. Levels of hate crime reporting are continuously monitored and the Integrated Victim Management Unit (IVMU) aims to provide an enhanced level of service to those victims. My Office continues to carefully scrutinise these performance metrics and holds the force to account.

### **Hate Crime**

Anyone who has experienced hate crime or wants more information should visit: -  
**[www.reportthatenow.com](http://www.reportthatenow.com)**

The site provides customised support for victims and witnesses to ensure that they get the help they need more effectively and offers direct links to report hate crime incidents to the police.

## Road Safety

In 2018 there were 35 people killed and 320 people seriously injured on roads in Warwickshire. I am determined to reduce these numbers and put the county back to a state where these figures are on a downward trend. I know that road safety is a concern for everyone and I want to make sure that it is clear that it is a major priority here in Warwickshire.

### Road Safety Fund

During the spring of 2019 a new £500,000 road safety fund was launched that will make a major contribution to making our county highways and byways much safer places for all users. The financial backing for the scheme comes from funds from driver safety and speeding awareness courses, meaning that those who break the law will be helping to directly fund schemes to alleviate anti-social and dangerous driving.

This new money will be in addition to the work that is already ongoing to tackle anti-social and dangerous driving and I am keen to encourage the public, road safety organisations and voluntary groups to come forward with their suggestions for how the money can best be spent. The police, fire and rescue services, local authorities and community safety partnerships already play a key role in road safety but I want to encourage even more to be done and to find innovative projects that can make a real difference to reduce death and injury on the county's roads.



### Operation Snap

In July 2018 a pioneering new initiative 'Operation Snap' was rolled out by Warwickshire Police to improve road safety by helping motorists to report traffic offences and incidents of dangerous driving, through providing them with the opportunity to use their own digital footage from dash-cams and other devices and submit it directly to Warwickshire Police for enforcement action.

Whilst results from this operation are awaited, I nonetheless very much welcome any initiative that supports the police in being able to tackle dangerous and unlawful driving. I will be looking closely to see how it can support the police and improve the evidence available to take action against motorists who flout the rules of the road and who are a danger to both themselves and others.





## Operation Tramline

In March 2019 I joined officers from Warwickshire Police and Highways England to see for myself the success they were achieving with Operation Tramline, a joint national operation aimed at changing driver behaviour on the strategic road network. The operation involved officers using a plain white lorry along the M40, allowing them an enhanced view of drivers on the motorway, especially those in similar heavy goods vehicles.

I took the opportunity to ride along with the officers during the operation and it was alarming to see drivers of heavy goods vehicles texting,

using social media on their phones and even watching films! Over the four days of the initiative a total of 124 offences were detected, including one arrest.

The consequences of such driver behaviour and lack of attention have very sadly been demonstrated in recent years in a series of fatal collisions around the county, so it is vital that enforcement activity such as this goes hand-in-hand with education to rid our roads of the dangerous drivers who bear no thought for the consequences of their actions.



Operation Tramline



# PREVENTING AND REDUCING CRIME



**In Warwickshire we are fortunate to live in a safe part of the world, but I want to build upon that platform to make the county 'A safer and more secure place'. To achieve this vision, it's vitally important that the Warwickshire Police works with both partners and the community to prevent and reduce crime and disorder, a key objective of my Police and Crime Plan.**

## Key Achievements 2018/19

### PROBLEM SOLVING

In July 2018 a major new focus on problem solving in local communities was launched by my Office and Warwickshire Police at a joint partnership conference in Rugby. The Warwickshire Problem Solving Partnership saw more than 100 delegates hear how structured problem solving techniques will be used across all aspects of policing to ensure that the issues that matter most to local communities can be tackled in a measured way, making the best use of resources and partnership expertise.

The Chief Constable is committed to putting problem solving at the heart of everything the force does in order to tackle the underlying causes of problems and finding workable solutions. This will make a positive difference to communities and in doing so reduce the demand on police and other partnership resources.

The conference was the first in a series of measures being taken by the force to improve its approach to problem solving and in October 2018 a second 'follow-up' conference was organised, with a focus on specific examples of problem solving across the county, including some of the most challenging issues such as serious organised crime.



## Grant Funding

I have historically provided funding to substance misuse services through my Commissioner's Grant Scheme. In 2018/19 I awarded £150,000 to the

charity Change, Grow, Live (CGL) to address drug and alcohol misuse in relation to adult offenders, focusing on intervention and sustained recovery to reduce the risk of re-offending. I also awarded £35,000 to the charity Compass to support, engage and intervene early to prevent higher risk young people causing or suffering from crime and anti-social behaviour in Warwickshire. A further £40,000 was awarded to the Warwickshire Youth Justice Service (WYJS) to contribute towards engaging, educating and diverting young people away from crime through targeted substance misuse services.

While these services directly target substance misuse, I also funded other projects that seek as part of their work to address similar issues. These include: -

- **The Bradby Club.** A youth club in Rugby to provide mentoring to high risk and / or vulnerable young adults. The organisation offer a Substance Misuse Service, providing advice to young people and aims to increase their awareness of substances. The Bradby Club also work closely with Compass and provide referrals into their specialist service where appropriate.
- **The Dare2Dream Foundation.** Providing bespoke programmes to vulnerable children and young adults in partnership with schools and local authorities. Amongst the topics delivered throughout the year were knife crime, substance misuse and raising aspirations.



Rugby Street Pastors

- **Young People First.** Delivering the Brunswick Youth Project in Leamington Spa to provide diversionary activities, informal education and pastoral care to young people.
- **Aspire in Arts.** Providing activities and one-on-one mentoring to young people with challenging circumstances in Nuneaton and Bedworth. As part of this mentoring scheme some of these young people are identified as having substance misuse issues and may be referred on to Compass for specialist support.
- **Rugby Street Pastors.** Providing patrols in Rugby every Friday and Saturday night to support and engage with people in the night time economy. In the course of this work, the Street Pastors encounter individuals who are affected by substance misuse, administering first aid, providing physical support and referring them to a specialist substance misuse provider.

I also provide funding to each of the four Community Safety Partnerships (CSPs) in Warwickshire, who set their own strategic plans based on the priorities in their area and deliver projects accordingly. These priorities may include addressing substance misuse. For example, I awarded funding to Stratford Link, a project delivered by South Warwickshire CSP to provide vulnerable people with a safe drop-in space and an opportunity to obtain assistance and advice from various agencies.

## SUBSTANCE MISUSE

My Police and Crime Plan clearly outlines the need to address the underlying causes of offending behaviours rather than relying on enforcement alone. One of the key contributors to offending is substance misuse and as such I have committed to providing funding to address this problem in Warwickshire. My Office also works with partners who identify those people with substance misuse issues who are at risk of being in contact with the criminal justice system, to provide them with the support they require to deter them from committing crime to fund their drug habit.

## Partnership Working

Key partners were engaged with as part of the drafting of the specification and in the evaluation of the applications for the commissioned contracts. In June 2018 I held an engagement event with partners and prospective bidders, where the main

features of the services were outlined and provided attendees with the opportunity to comment on its appropriateness and breadth. This event was well-attended by partners from a number of stakeholder organisations.

## Serious and Organised Crime Joint Action Group

Serious and organised crime continues to blight our communities and my Office is playing a guiding role in the fightback through its co-ordination of the county's Serious and Organised Crime Joint Action Group (SOCJAG). This group was established with partners to bring together the police and a range of agencies from across the public sector to reduce the impact that serious and organised crime has on the community, business and the wider economy, while ensuring that the full range of powers are brought to bear on those responsible. The group shares information and intelligence on any serious and organised crime activity in the area across a range of offences and takes steps to work together to address the significant threat and risk of harm that this criminality brings.

One key aspect of the work of the SOCJAG has been to tackle the so-called 'County Lines' criminals, who operate predominately out of the big urban areas like Birmingham, Liverpool,

Manchester and London and seek to supply rural counties like ours with drugs. County Lines gangs often exploit children and vulnerable adults to move drugs and money when they move into a rural or suburban area for a short time, taking over the home of a vulnerable person to set up a base. Many of those taken advantage of by these gangs have been forced to carry out criminal activity by threats, grooming and extortion and can be described as modern day slaves.

County Lines is responsible for a significant proportion of the drug dealing in Warwickshire and requires co-ordinated action to tackle it effectively. The activity is aimed at protecting the most vulnerable and pursuing criminals and during a national week of action targeting the problem Warwickshire police officers visited more than 130 vulnerable people in the county to check they were not being exploited by drug dealers and to raise awareness of the signs of exploitation.

## CrimeStoppers

At the end of July 2018 I was pleased to welcome to Warwickshire a new campaign to raise awareness of County Lines serious and organised crime and how people can help report it. Independent charity Crimestoppers launched the national campaign with an 'ad- van' touring the country to spread the message about how organised crime groups facilitate the transportation and supply of illegal drugs.

I met with the campaign's co-ordinator, Emily van der Lely, as she brought an ad-van on a day-long visit to Warwickshire as part of its tour around the country, which was supported by an extensive social media campaign.



### CrimeStoppers

Anonymous reporting on: -  
0800 555 111

Secure online at:  
- [crimestoppers-uk.org](https://www.crimestoppers-uk.org)

## Unauthorised Encampments

This issue has been significant in Warwickshire but is not unique as most local authority areas are experiencing the same challenges. Dealing with unauthorised encampments is testing and resource intensive. There is significant political and public pressure to move travellers on and the challenges are presently being scrutinised by national government. Lack of tolerance and lack of knowledge of key issues in relation to the Gypsy, Roma and Traveller (GRT) community makes for a very demanding and at times hostile environment. Inadequate land availability to put in place short to medium term temporary stopping measures further exacerbates this difficult and emotive problem.

Over the last few years I have put time, effort and resource into developing the Warwickshire Unauthorised Encampment Protocol that has successfully brought consistency and joined up agency working in Warwickshire. As a result, the response to such encampments has become far more constructive, efficient and effective. The appointment of a full time police GRT liaison officer has meant the synergy between my Office, Warwickshire Police and the county council and local district and borough councils has been improved.

This cooperation culminated in a conference held by Warwickshire County Council and the OPCC,

'The Effective Management of Unauthorised Encampments in Warwickshire'. The event was very well attended with speakers from across the whole spectrum of the GRT landscape and the following issues were considered: -

- **Civil Injunctions.** Used by local authorities to re-claim land.
- **Existing legislation.** Balancing the welfare needs of GRT against the law and the views of the settled community.
- **Temporary Stopping Facilities.** The necessity to develop locations for transient movement.
- **Management of Unauthorised Encampments.**

The event was a very successful initiative and partnership board meetings are now considering next steps with a view to developing longer term sustainable and fair strategies and tactics and to try and move away from the short term reactionary measures of immediate law enforcement and eviction.

The GRT communities are part of our social fabric and this work is important to develop, promote and achieve peaceful coexistence. Warwickshire has been a pathfinder in this respect.



## Cyber Crime

Tackling cyber crime is one of the ambitions of my Police and Crime Plan. It was therefore very satisfying to learn from the police's National Fraud Intelligence Bureau that the total value of losses from cyber crime suffered by people in Warwickshire dropped by more than half in 2018. This compares with a national increase of reported losses of 24%. At the same time, the reporting of cyber crime has increased in Warwickshire by over 12% in the same period, compared with a national increase of just under 8%.

These figures show there is still much work to do to keep people safe from this type of crime, but to

also acknowledge the really positive strides that we have made in the county over the past few years. It was with this in mind that I welcomed HMICFRS decision to conduct an inspection of Warwickshire Police as part of a national thematic inspection in respect of cyber-dependent crime. I await their report, anticipated to be available later in 2019, with considerable interest. In addition, a cyber crime survey is scheduled to be conducted in 2019, to build upon the information obtained in the previous two surveys that were conducted in 2016 and 2017, that should help inform the current position and determine the direction of future activity.

### Cyber Crime Advisors

Research has shown that cyber crime has traditionally been under-reported, so increasing awareness is important. To achieve this aim I fund the county's two Cyber Crime Advisors, Joseph Patterson and Abbey Baker, who are located with the Warwickshire County Council and work with Warwickshire communities and businesses to provide the latest advice and guidance on keeping safe. They also maintain the Cyber Safe Warwickshire website, which is a really useful resource on the latest threats, alongside information on the best ways to stay safe online and how you can report cyber crime.



### Cyber Safe Warwickshire

For further information visit: - [www.cybersafewarwickshire.com](http://www.cybersafewarwickshire.com)

For the latest advice follow Joe and Abbey on Twitter: - [@CyberSafeWarks](https://twitter.com/CyberSafeWarks)

## Game Safe Warwickshire



Lorin LaFave with Philip

In April 2018 a special event designed to help educate young people, parents, teachers and other professionals about staying safe online was held in Warwick. It was organised by my two Cyber Crime Advisors at the time, Sam Slemensek and Alex Gloster, as part of my ongoing commitment to reduce cyber crime by helping people understand the risks and potential harms they face online and what measures they can take to keep safe.

At this free event a presentation was given by Lorin LaFave, the mother of Breck Bednar and founder of The Breck Foundation (a charity that educates the Digital Generation to keep safer online). She campaigns for a safer internet and helps train police, educators, health practitioners, safeguarding leads, parents and pupils to ensure that young people are empowered to make safer choices for themselves online.

## Trading Standards

In addition to the Cyber Crime Advisors, I also fund two Trading Standards officers who are likewise located with Warwickshire County Council and are engaged in a range of on-line activities including: -

1. **Business Online Self-Assessment Toolkit.** Developing an online toolkit that will allow individual businesses to self-assess their own websites and 'fix' any issues that have been identified, thus bringing their websites back into legal compliance.
2. **Online Age Restricted Sales Test Purchase Exercise.** A test purchase program to purchase age restricted products from Warwickshire online businesses, such as knives and laser pens.
3. **Second Hand Vehicles.** The purchase of vehicles, sourced through online sellers and online market, to examine them for compliance under the Road Traffic Act 1988 and associated Regulations.
4. **Investigate and Prosecute Businesses Operating Online Illegally.** Most notably, a successful investigation into the fraudulent business in Nuneaton that was manufacturing and selling counterfeit examination certificates and other work based qualification cards. The perpetrator was sentenced to imprisonment for 3 years and 8 months.

## Businesses

In May 2018 I presented at an event organised by the Coventry and Warwickshire Local Enterprise Partnership (CWLEP) Growth Hub to warn against the dangers of cyber crime, in order to explain the progress that we had made in the county. The event at Stratford-upon-Avon gave businesses from across the local area the chance to hear from a panel of experts on the scale of the problem, what is being done to address it and how businesses can help protect themselves. The event was part-funded by

the European Regional Development Fund, as part of the Coventry and Warwickshire Business Support Programme.

We can all help ourselves when it comes to protecting ourselves from cyber crime, and events such as this hosted by the CWLEP Growth Hub are key to helping people to safeguard against a cyber-attack and its effects.





## Business Crime



In September 2018 I was pleased to welcome my new Business Crime Advisor, Bogdan Firona, whose post I fund in order to help protect businesses in Warwickshire from crime. Bogdan works with businesses of all sizes to empower them to protect themselves from crime by delivering training, support, and preventative advice on a range of topics including fraud and cyber-crime prevention

Bogdan is currently working with companies in Warwickshire to ensure compliance with the Modern Slavery Act 2015, with a number of examples and templates available on the Business Watch website. The Act requires commercial organisations carrying out business in the UK, with a turnover of at least £36 million, to prepare and publish a slavery and human trafficking statement for each and every financial year. The Act sets out the types of information that may be included in such a statement, namely: -

- The organisation's structure, its business and its supply chains;
- Its policies in relation to slavery and human trafficking;
- Its due diligence processes in relation to slavery and human trafficking in its business and supply chains;
- The parts of its business and supply chains where there is a risk of slavery and human

trafficking taking place, and the steps it has taken to assess and manage that risk;

- Its effectiveness in ensuring that slavery and human trafficking is not taking place in its business or supply chains, measured against such performance indicators as it considers appropriate;
- The training about slavery and human trafficking available to its staff.

As part of this work Bogdan is also developing a Modern Slavery & Human Trafficking (MSHT) Pledge for businesses that fall below the requirements due to their annual turnover. This pledge originated from the Modern Slavery and Human Trafficking Task & Finish Group that is led by my Office and has been designed to be adopted by businesses irrespective of their size. Although as public bodies neither the OPCC nor Warwickshire Police are required to comply with the requirements of the Act, my Office has produced a statement which is available on my website and the force are being supported to do likewise.

Business Watch has been created in partnership between the Warwickshire County Council Community Safety Team and Warwickshire Police with funding from myself. Their website is administered by Bogdan and has been relaunched with a bright new look and feel. It has been designed to make it even easier for businesses to access information and advice in order to enable them to protect themselves from crime and contains many useful downloadable documents and links.

### Warwickshire Business Watch

For further information visit: -  
[www.warwickshirebusinesswatch.co.uk](http://www.warwickshirebusinesswatch.co.uk)

For the latest advice follow Bogdan on  
 Twitter:- [twitter.com/WarksBusiness](https://twitter.com/WarksBusiness)

## Prevent



We need to consider those people who are pulled into terrorist groups that support extremist causes and in Warwickshire, authorities and communities are working together to deliver the Government's Prevent strategy. This is one of four objectives which make up the Government's Strategy for Countering Terrorism, named CONTEST, and the Prevent strategy has three key objectives: -

1. Respond to the ideological challenge of terrorism and the threat we face from those who promote it;
2. Prevent people from being drawn into terrorism and ensure that they are given appropriate advice and support; and
3. Work with sectors and institutions where there are risks of radicalisation which we need to address.

In support of this essential work, I fund the county's Prevent Officer who is embedded with Warwickshire County Council and delivers the work programme by developing relationships with professional partners, community members and leaders in the districts and boroughs across Warwickshire.

A series of workshops have been held to help raise awareness of Prevent, to help people understand the vulnerabilities which may make someone susceptible to radicalisation and all types of extremism as well as the local safeguarding and referral processes.

## Rural Crime

The effects of crime can be felt particularly keenly in rural areas, where people may be more isolated, while the impact of crime on rural businesses and farms can sometimes be devastating. I'm playing my part by ensuring that Warwickshire Police continue to treat rural crime - and the underlying causes of it - as a priority and by safeguarding sufficient resources to help them detect, disrupt and ultimately bring to justice the criminals involved. Through the rises in the police precept, I have ensured that funding is available to commit significant resources to:-

- Protecting the numbers of Safer Neighbourhood Teams across the county to enable them to focus on the issues that matter most to communities, including our rural areas.
- Investing the additional funding raised through the precept rises directly into visible frontline policing and investigation.
- The establishment of a Rural Crime Team led by a dedicated Police Inspector. This is critical to ensuring organised crime committed in rural areas is specifically addressed.
- Continued co-ordination by my Office of the multi-agency group which identifies and tackles serious and organised crime groups.

The police are working closely with the likes of NFU Mutual and the National Vehicle Crime Intelligence Service to ensure that when offenders are identified, stolen vehicles and property can be returned to their rightful owners. Operations are also continuing to disrupt and bring to justice the organised crime groups which are often at the heart of much of this type of theft and there have been some notable successes, including the recent jailing of two men from Coventry who were arrested within an hour of a vehicle being stolen.

## Rural Crime Project

I also fund the Rural Crime Project that encompasses schemes such as Horse Watch and Rural Watch. It also includes the three Rural Crime Advisors, whose role is to work with rural communities, the National Farmers Union, local policing teams and partner agencies to deliver initiatives to combat criminal activity and to improve security awareness. They work tirelessly to ensure that our rural residents and businesses have the best advice and protection available.

The project is also responsible for maintaining the Warwickshire Rural Watch website, which provides free advice and information on securing property and equipment, as well as alerts on the latest incidents of rural crime. This helps increase vigilance and encourages the reporting of information to the police, including information about wildlife crime through the multi-agency Wildlife Watchers scheme.

It will take a continued combination of these efforts to ensure that rural crime reduces, but it is my priority to provide the necessary resources to enable this and to hold the Chief Constable to account in delivering on what rural communities are telling us they need.

- **Supported Village Status**

One of the successful elements of the Rural Crime Project has been the Supported Villages scheme, which sees the Rural Crime Co-ordinators work with police Safer Neighbourhood Teams, parish councils and local communities to improve crime prevention measures and boost security in rural villages across the county. The aim of the scheme is to demonstrate and advertise that a village community is not a soft target for rural crime, with households and community buildings being offered advice on how to protect themselves against crime and then given a local 'toolbox' to help continue this work into the future.





Since being launched 12 villages in the north of the county have achieved 'Supported Village' Status, with the latest including Stretton-on-Dunsmore, Bourton and Draycote. I am also pleased that this year has also seen communities in the south of the county begin to work towards Supported Village status, with the latest including Long Itchington and Oxhill. I am delighted to see the scheme develop and hope to see more communities come on board to help reinforce the message that our rural communities are not soft touches for crime.

- **Rural Crime Investigation**

Warwickshire Police's strategy for tackling rural crime focuses on addressing issues that are more

prevalent in rural communities, such as theft of agriculture equipment, poaching, illegal fishing, and wildlife crime. I'm therefore pleased to report that Warwickshire police officers have been issued with Rural Crime Advice Books to help them respond to and investigate rural crimes. Our police officers come from a mix of different backgrounds and there will be variances in their knowledge of the countryside and of their familiarity with the types of rural crime that can be committed.

The guide was produced by Carol Cotterill as the Rural Crime Advisor for North Warwickshire and is yet another example of the good work which is being carried out to protect rural communities.



## Rural Crime

For further information about initiatives tackling rural crime visit: -

[www.warwickshire.police.uk/ruralcrime](http://www.warwickshire.police.uk/ruralcrime)

Join Warwickshire Rural Watch to receive free advice and alerts on crime in your area at: -

[www.warwickshireruralwatch.co.uk](http://www.warwickshireruralwatch.co.uk)

## Neighbourhood Watch



The month of June 2018 marked the National Neighbourhood Watch (NHW) week, so I was especially pleased that I was able to announce funding for a number of local watches through my Commissioner's Grant Scheme. The work that these groups do is invaluable, so it was an easy decision to support them with funding when their applications were received. In total, I have provided just over £5000 for Rugby, North Warwickshire and Nuneaton North East Neighbourhood Watch Associations.

Warwickshire has a great many dedicated volunteers helping to make Neighbourhood Watch schemes a success. I'm strongly supportive of all our watch schemes, as they are a great

way to bring communities together to make a positive contribution to crime reduction, as well as providing valuable additional eyes and ears for the police when they are investigating crimes.

I'm also keen to encourage the development of new schemes and the use of new technology to help enable people to easily share information. Warwickshire already has a number of innovative schemes, such as Nuneaton & Bedworth NHWA's online 'DISC' portal and also the popular Whitestone Neighbourhood Facebook group that has grown rapidly in the past year and is proving really helpful in bringing the work of Neighbourhood Watch to a new audience of local people.

# SAFEGUARDING AND VULNERABILITY

**As the Police and Crime Commissioner for Warwickshire it is my responsibility to hold the Chief Constable to account for the exercise of his duties in relation to the safeguarding of children and the promotion of child welfare. Furthermore I must ensure that everything I do, or is done by others on my behalf, ensures the safeguarding of children and vulnerable adults.**

## Fulfilment of Duties 2018/19

As expanded upon in this report, much has been done by my Office to protect and support the most vulnerable in society, including the safeguarding of children and young persons. I am pleased with the progress and improvements being made by Warwickshire Police and partner agencies to provide even greater protection in the year ahead and am proud of what has collectively been achieved throughout the past year in this critical area of work, namely: -

- Ensured that all the support services I have funded through my grant scheme or commissioning have clear policies and procedures in place to safeguard and promote the welfare of children.
- Equality Impact Assessed (EIA) my Police and Crime Plan 2016 - 2021, which covers children's issues by way of 'age' characteristics.
- Held the Chief Constable to account on the force response to domestic abuse, along with other areas of vulnerability.
- In response to the demand created by the new Warwickshire Multi Agency Safeguarding Hub (MASH), I continued to fund two additional Development Officers to compliment an existing team which reviews, assesses and provides recommendations to safeguard some of the most vulnerable cases that are referred to the hub.
- Arranged for safeguarding training for key OPCC staff.
- Commissioning of 'Service Needs Analysis' in specific areas of vulnerability.
- Commissioning of services in specific areas of vulnerability.
- Grant funded services and initiatives in a number of area of specific vulnerability.

# PARTNERSHIPS & COLLABORATION

**Crime and disorder and the harms they cause cannot be successfully addressed by the police alone. It is for this reason I have a statutory duty to bring together community safety partners and criminal justice partners to ensure local priorities are joined up. I am of the firm belief that strong and effective partnerships and collaboration are fundamental to delivering 'A safer, more secure Warwickshire'.**

## Key Achievements 2018/19

### Alliance

In last year's annual report I commented that *'one of the closest partnerships enjoyed by Warwickshire Police is the Alliance with West Mercia Police and on my election I made it clear that I support the continuance of this collaborative arrangement'*.

I therefore regret that West Mercia Police subsequently gave notice to terminate the Alliance in October 2018, a decision that is due to take effect in October 2019. I shall however endeavour to ensure that the Alliance remains effective in delivering its services to the communities of both Warwickshire and West Mercia until that time and that an orderly and agreed process to transition to new arrangements is implemented.

### Association of Police and Crime Commissioners

The Association of Police and Crime Commissioners (APCC), of which I am a member, helps PCCs make the most of their ability to influence at a national level and deliver on their manifesto promises. By sharing best practice and identifying opportunities to work together, or paying for services jointly, the association assists PCCs to be more efficient and effective.

### Emergency Service Collaboration Working Group

Since taking up the Chair of the APCC Emergency Service Collaboration Working Group at the beginning of 2017, the landscape of collaboration has been rapidly changing with several PCCs across

the country advancing business cases to take on the governance of the Fire and Rescue Service (FRS) in their local areas, a continuing area of national focus. At this time there is no appetite to change the FRS governance arrangements for Warwickshire.

In addition to the activity in the police and fire service landscape, I have been busy working with partners across the sector to identify more opportunities for emergency service collaboration, involving the whole spectrum of partners working to keep our communities safe.

### Blue Light Collaboration Joint Advisory Board

The Warwickshire Blue Light Collaboration Joint Advisory Board has been established to look at opportunities to enhance blue light services and collaboration both within and outside the county, including the contribution they make to other areas like health and social care.

Comprising senior representatives from the OPCC, Warwickshire Police, Warwickshire Fire and Rescue Service (FRS) and Warwickshire County Council, the board enables joint discussions on an informal basis in order to promote better understanding of the available opportunities for collaboration.

### Safer Warwickshire Partnership Board

I work closely with the Safer Warwickshire Partnership Board and the aim of this partnership is to reduce crime and disorder and promote safety in Warwickshire by providing support, advice and



leadership to our partners and communities. The agencies involved include Warwickshire County Council, Warwickshire Police, Warwickshire Fire & Rescue Service, National Probation Service, Community Rehabilitation Company, and North Warwickshire Borough Council, Nuneaton & Bedworth Borough Council, Rugby Borough Council, Stratford District Council, Warwick District Council, health partners and voluntary sector organisations.

The partners are signatories to the [Warwickshire Community Safety Agreement 2017 - 2021](#) and the vision of *'Working together to prevent harm and protect the most vulnerable'*. This agreement is aligned to my Police and Crime Plan in terms of both the priorities and timescales. Individually and collectively we are committed to working together to reduce crime and maintain quality of life for people who live, work and visit Warwickshire.

At a local level we also work with the four [Community Safety Partnerships in Warwickshire](#) which are multi-agency partnerships based in North Warwickshire, Nuneaton and Bedworth, Rugby and South Warwickshire. Also, with the Warwickshire [Youth Justice Service](#), [Drug and Alcohol Action Team](#) and [Warwickshire Against Domestic Abuse](#).

## **Local Criminal Justice Board (LCJB)**

As the Warwickshire PCC I have the responsibility to secure an effective and efficient and criminal justice system for Warwickshire. One of my key mechanisms for achieving this is the LCJB as it

brings together all of the constituent agencies involved in the administration of justice locally. I have strong representation on the board through my Chief Executive, who is the Deputy Chair and I work closely with the partner agencies in setting the LCJB priorities and progressing the associated delivery plan.

## **Place Partnership**

The public sector has a large portfolio of property and there is great potential for efficiency savings to be made by maximising the delivery of estates services in a new and innovative way and to also gain improved effectiveness through co-located joint working. To realise these benefits, a commercial company named Place Partnership has been founded to manage the property portfolios of six public sector authorities with a portfolio of 1,300 assets, including those of Warwickshire Police. This innovative company is a private enterprise that is wholly owned by its public sector shareholders and is the first company of its kind.

As the PCC I have responsibility for Warwickshire Police's estate as the 'Corporate Landlord' and I continue to monitor and influence the effectiveness of this arrangement with Place Partnership through the mechanism of jointly funding with my Alliance PCC colleague an 'Intelligent Client' function. This serves to provide advice to both the Chief Constable and myself on estate matters, to develop the force's estate management strategy and to obtain maximum value from the relationship with the company.

# REGIONAL & NATIONAL POLICING

**The West Midlands policing region comprises the four forces of Warwickshire Police, West Mercia Police, West Midlands Police and Staffordshire Police. While each force has its own Police and Crime Plan and local priorities, there are areas of operation which benefit greatly through joint working to provide effective and efficient policing. This collaboration also contributes towards the national and international policing capabilities.**

## Key Achievements 2018/19

### Regional Governance Group (RGG)

These meetings consist of the four PCCs of the region together with their respective Chief Constables and are held quarterly. The RGG provides key governance and oversight of regional collaborations and enables collective strategic decisions to be made. The meetings have significantly developed to also allow for increased oversight of national programmes that may have local and regional implications.

- Threats to Public Order.
- Civil Emergencies
- Child Sexual Exploitation.

It is the duty of the Chief Constable, to ensure that the force has the necessary capacity and capability to respond to these threats at a local level and to also contribute and support the national requirement. The force also has to ensure that officers and staff are trained and equipped so that they are able to work seamlessly with officers and staff from other forces.

### Regional Collaboration

Regional working has continued to be strengthened over the last year with the contribution of the two Development and Policy Leads, jointly funded by the four Police and Crime Commissioners of the region. They provide scrutiny on the performance of the Regional Organised Crime Unit (ROCU), National Police Air Service (NPAS), Counter Terrorism Unit (CTU), regional roads policing, together with oversight of key national programs that impact on our region.

### Strategic Policing Requirements (SPR)

The SPR identifies the significant national threats for policing and the national capability the police forces in England and Wales must contribute to in order to mitigate these threats, namely: -

- Terrorism.
- Serious and Organised Crime.
- Cyber Crime.

### Specialist Capabilities Programme (SCP)

The national SCP was commissioned by Police and Crime Commissioners and Chief Constables in 2015. This programme focuses on a range of specialist capabilities, including surveillance, major investigations, armed policing and roads policing, in order to determine how these capabilities can be better coordinated and delivered to improve the effectiveness of policing. A vision for the programme was co-created with a wide range of stakeholders, namely: -

*‘To better protect the public, we will enhance our response to new and complex threats, developing our network and the way we deliver specialist capabilities by reinforcing and connecting policing locally, regionally, nationally and beyond’.*

With the other RGG members I am fully engaged in the governance of the programme and I have been ensuring that the programme’s vision is delivered in a manner that considers the needs and structures of

Warwickshire Police. To assist me in this function, the Regional Policy Officers are continuing to coordinate the composite regional support for the programme.

## **Regional Organised Crime Unit (ROCU)**

The ROCU forms a critical part of the national policing network to protect the public from serious and organised crime. They provide a range of specialist policing capabilities to forces which help them to tackle serious and organised crime effectively. ROCUs investigate and disrupt organised crime groups operating across police force boundaries and also act as an important point of connection between police forces and the National Crime Agency (NCA).

The regional collaboration of the ROCU of the West Midlands policing region provides economies of scale, increased capacity and access to specialist capabilities, thereby enabling Warwickshire Police to better protect its communities from the threat of serious and organised crime. The ROCU has continued to develop over the past year with a substantial increase in resources and funding from local forces. As a result the ROCU is now delivering almost double the number of operations that all four forces achieved prior to regionalisation.

The ROCU has been particularly beneficial in areas such as County-lines, to provide a robust coordinated regional response to the activity of drug dealers from urban metropolitan areas who use communities in the shire counties as a market for controlled drugs.

The Regional Policy Officers have been working closely with the unit to enhance the performance metrics available, with a combination of both qualitative and quantitative measures to enable the PCCs to influence service development. The RGG provides me and my regional counterparts with the opportunity to hold the ROCU to account in respect of both performance and finance, to demonstrate value for money.

## **Financial Investigation**

My PCC colleagues and I have led a close scrutiny into the area of financial investigation, aiming to further maximise cash seizures and the use of the Proceeds of Crime Act 2002 to take money and assets away from criminals who seek to profit from crime. This will result in a more efficient and effective mechanism to tackle criminality in Warwickshire.

## **Counter Terrorism and Domestic Extremism**

Although Warwickshire is a relatively safe place to live and most crime types are continuing to reduce, we also live in a global community which means we are affected by trends and events that occur at the international level and the national threat level presently remains at SEVERE, meaning that an attack is highly likely. Counter terrorism and domestic extremism therefore remain strategic priority areas for Warwickshire.

I continue to maintain oversight of the force's plans and structures that support local, regional and national action to counter these threats to our communities. In doing so, I scrutinise the force's performance at local briefings, whilst the wide performance management of counter terrorism and domestic extremism is achieved through the RGG.

As part of this work the PCC's commissioned a Regional Policy Officer to undertake research into Counter Terrorism Local Profiles (CTLP). This research provided reassurance that CTPL's are being used effectively in Warwickshire by the force and partner agencies. My Office engaged with community safety leads in Warwickshire County Council as part of this review to jointly scrutinise the CTPL process. This type of collaborative work is essential if we are to combat the threat of terrorism and domestic extremism in Warwickshire.

## National Police Air Service

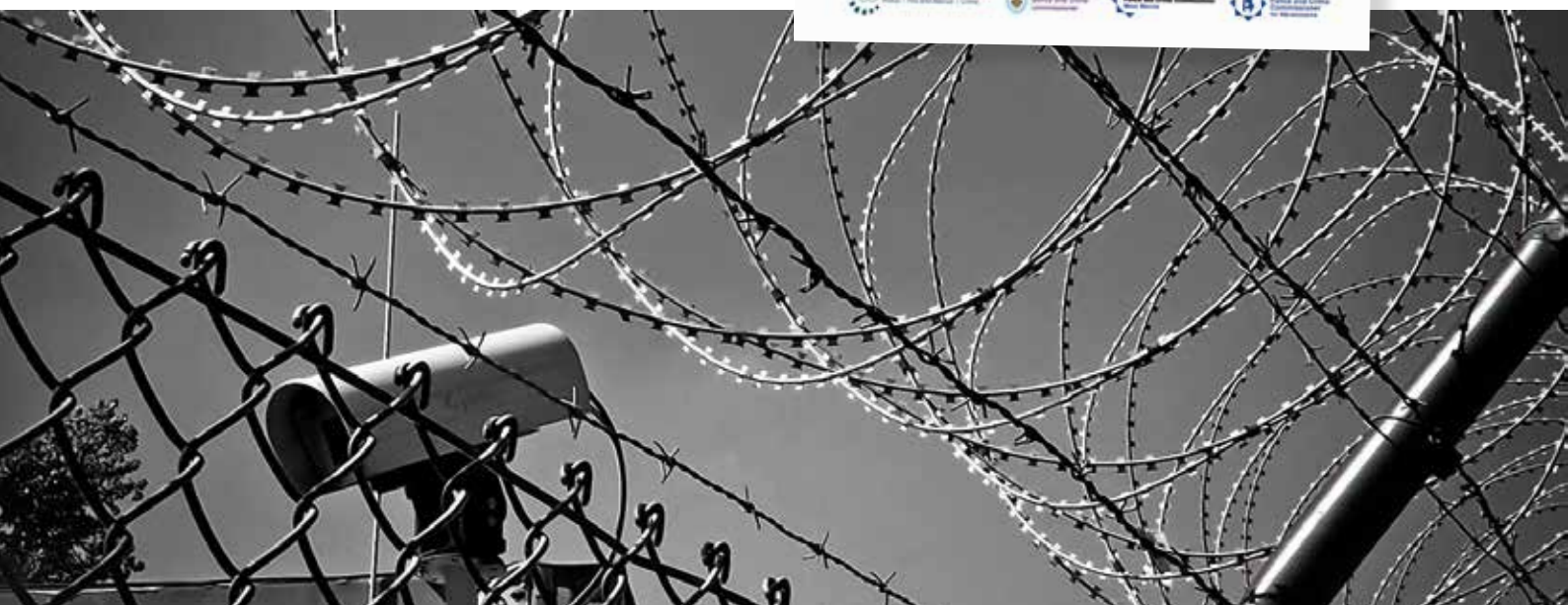
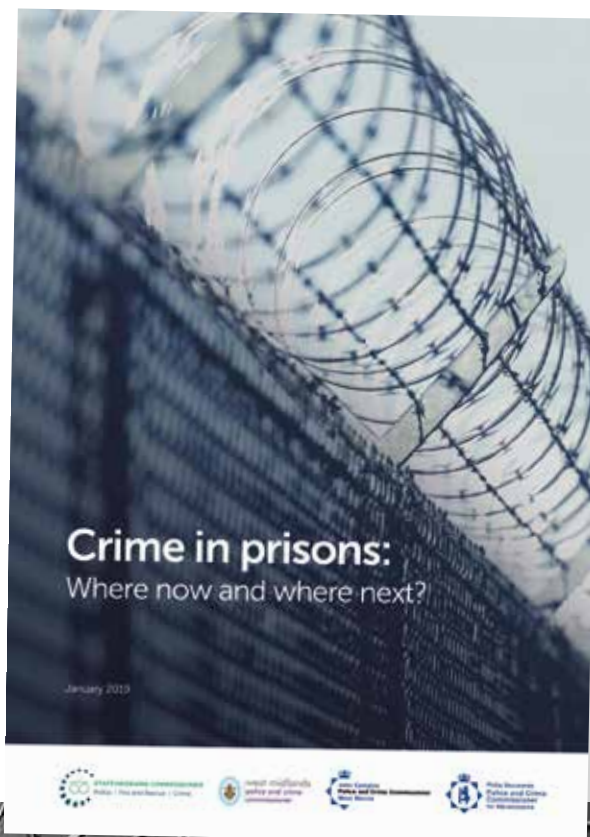
The National Police Air Service (NPAS) is a key element of policing in Warwickshire. As such, I have continued to actively contribute to debates about the future of aviation support. I will continue to do so as the service evolves in my role as stakeholder and co-commissioner of NPAS. My priority in the next 12 months is to ensure that the service continues to deliver value for money, whilst providing the best service to operational police officers in Warwickshire.

## Roads Policing

In April 2018 a new roads policing model was introduced, whereby the two forces of the Warwickshire Police and West Mercia Police combined their road policing assets. Prior to this date West Mercia Police was a member of the Central Motorway Policing Group (CMPG) along with West Midlands Police and Staffordshire Police. This new structure has strengthened Warwickshire Police's capacity, capability and resilience in this area of operations. At the same time I have continued to work alongside the remaining members of the CMPG to ensure that we are working together in training and professionalising our officers in motorway policing.

## Prisons

In 2018 I co-commissioned with my regional PCC colleagues a comprehensive report into the issues of criminality in prisons, an issue that has the potential to affect all our communities regardless of where the prisons are located. The report, entitled 'Crime in Prisons: Where Now and Where Next?' is available at: [www.warwickshire-pcc.gov.uk/pccs-present-plan-to-government-to-tackle-organised-crime-in-prisons/](http://www.warwickshire-pcc.gov.uk/pccs-present-plan-to-government-to-tackle-organised-crime-in-prisons/)





# FINANCE

**Under the Police Reform and Social Responsibility Act 2011 I have a statutory duty to set the force budget and determine the policing precept. In properly exercising this responsibility it's essential that I achieve value for money and seek to drive out inefficiencies and maximise effectiveness wherever possible for 'A safer, more secure Warwickshire'.**

## Key Achievements 2018/19

A 'Medium Term Financial Plan' (MTFP) has been developed to support the delivery of the 'Police and Crime Plan 2016-2021'. It is monitored closely throughout the year and reviewed and updated formerly as part of the annual budget setting process.

The 2018/19 total revised net revenue budget for Warwickshire was £98.543m funded through a combination of central government grants, council tax and a small amount from the budget reserve. Whilst the amount received from central funding remained static to that in 2017/18, there was an increase in the council tax precept of £12 or 6.25% on a Band D property, which enabled extra police officers to be recruited and financed within the budget in 2018/19 to address issues of demand across the force.

At the end of 2018/19, the budget was underspent by a total of £2.494m due to a number of issues, but primarily reduced employee costs due to vacancies and the timeframes involved in recruiting new officers. This underspend means that the actual amount required from our reserve was less than originally budgeted. These underspends will be contributed to reserves to finance future costs. The main variances in 2018/19 are shown below: -

Area of spend – under / over spending	£m
Policing	2.375
Office of the PCC	0.119
<b>Total net underspend in 2018/19</b>	<b>2.494</b>

Warwickshire's reserve balances that stand at £17.688m at the end of the year, are healthy and are an important part of the strategy to deliver my objectives. They are helping to continue to minimise the effect of future budget reductions, by phasing their use over the life of the current Medium Term Financial Plan (MTFP).

The 2018/19 budget and MTFP was agreed with the Police and Crime Panel in February 2018, which outlined the planned use of reserves, reducing balances to £6.9m by 2021/22. The use of reserves and reserve balances are reviewed rigorously each year to ensure that they remain adequate against the risks we face. In October 2018, the West Mercia Chief Constable and Police and Crime Commissioner served notice on their Warwickshire counterparts to end the Alliance in October 2019. Progress in dealing with the transition is being monitored and the available reserves are an important aspect in minimising any financial risks associated with this process.

During 2018/19, I continued to work with a number of partners across Warwickshire, by offering financial support and assistance to a number of local projects and initiatives to protect people from harm. In 2018/19 I have invested over £2.1m in victim services, prevention schemes and local grants which have helped communities across Warwickshire. In 2018/19 my Office also embarked on a process of commissioning many of our key services for 2019/20, particularly for victim services, to ensure that the support and service offered is both fit for purpose and provides value for money.

The termination of the Alliance, whilst not supported by myself, has provided an opportunity for the Chief Constable and myself to review services and to consider how the force can remain and further improve its effectiveness and efficiency. This is supported by our capital investment in 2018/19 and our planned capital programme over the MTFP period. The decision has now also been made to retain Leek Wootton as a newly designated Police Headquarters for Warwickshire and during 2019/20 the new Operations and Communication Centre at Stuart Ross House should be operational to ensure policing services are delivered more effectively across Warwickshire.

Significant ongoing investment in our ICT systems has occurred in 2018/19, to streamline and update them to ensure they are capable of meeting the

needs for 21<sup>st</sup> century policing. This includes the improvements to the system for incident management, more effective contact with the public, mobile working equipment and the upgrade of data networks and ICT infrastructure to facilitate more effective policing.

I am continuing to drive value for money across all areas of policing, but recognise that there are a number of financial challenges in the medium term, with Warwickshire Police facing a savings target of £6.4m between the period 2019/20 to 2021/22, in addition to the challenge of ensuring a smooth transition from the Alliance with West Mercia. I am confident that the work the force is doing to transform policing and reviewing its options for future collaborative working will ensure that we meet the challenges of both the present and the future.





# GOVERNANCE

**Good governance, assurance, accountability and transparency are key tenets of holding public office. As the elected Police and Crime Commissioner I ensure that those principles are applicable to myself as well as the Chief Constable, who I hold to account on behalf of the public and communities of Warwickshire.**

## Key Achievements 2018/19

### **Annual Governance Statement**

The Annual Governance Statement 2018-19 reflects the governance framework established and delivered by the Warwickshire Police and the Police and Crime Commissioner (PCC) and his Office (OPCC). It also provides a review of compliance with that framework during the financial year. It is published alongside the accounts of the PCC.

I am responsible for ensuring that my business is conducted in accordance with the law and proper standards, and that public money is safeguarded, properly accounted for, and used economically, efficiently and effectively. In discharging this overall responsibility, I am responsible for putting in place proper arrangements for the governance of my Office's affairs and facilitating the exercise of its functions. This includes ensuring a sound system of internal control is maintained through the year and that arrangements are in place for the management of risk.

A joint corporate governance framework sets out how governance operates for both the Chief Constable and myself. The framework consists of: -

- **Statement of Corporate Governance.** Outlining the statutory framework and local policy.
- **Code of Corporate Governance.** Setting out how the core principles will be implemented.
- **Scheme of Corporate Governance.** Defining the parameters within which the organisations will conduct their business.
- **Policy and Procedures.** Separate for each corporation sole, with protocols where they operate jointly.

- **Cooperative Arrangements.** Those arrangements by which the Warwickshire Chief Constable PCC and myself support the exercise of each other's functions.

As a consequence of the decision of West Mercia Police to terminate the Alliance with Warwickshire Police as of the October 2019, there will be a requirement to review the governance arrangements of the organisations to ensure that any such new arrangements are operative at the point of termination.

### **Joint Corporate Governance Framework**

For further information visit: -  
[www.warwickshire-pcc.gov.uk/](http://www.warwickshire-pcc.gov.uk/)

### **Warwickshire Police and Crime Panel**

It is vitally important that as the Police and Crime Commissioner my activities and performance are statutorily scrutinised and challenged in order to provide a 'check and balance' to the authority my position holds and to the decisions I make. This function is primarily performed by the Warwickshire Police and Crime Panel and it holds me to account by acting as a 'critical friend'. The Panel is not responsible for holding the Chief Constable or Warwickshire Police to account and neither is it a replacement for the Police Authority.

In Warwickshire the Panel membership comprises of five Warwickshire County Councillors and one Councillor from each of the five Districts and Boroughs, together with two co-opted independent



members. Over the last twelve months the Panel has met six times and performs its important function by: -

- Reviewing my Police and Crime Plan to ensure local priorities have been considered.
- Consider my annual report that sets out my key activities in the previous year.
- Scrutinising my decisions and actions.
- Considering the draft policing budget and policing precept.
- Handling any complaints made against me.
- Holding hearings when I propose to appoint a new Chief Constable, a Deputy PCC and other senior staff.

Underpinning the panel are two separate working groups, the Performance and Planning Working Group and the Budget Working Group. These groups conduct additional scrutiny of my work and they play an important role in shaping the Panel's work programme.

In scrutinising and challenging my work, the Panel unanimously agreed my precept decision for the 2019/20 financial year for funding for Warwickshire Police.

### **Police and Crime Panel**

The Panel also produces its own annual report commenting upon its activities during the year.

For further information on their work visit: - [www.warwickshire.gov.uk/policeandcrimepanel](http://www.warwickshire.gov.uk/policeandcrimepanel)

I would like to take this opportunity to express my great appreciation and thanks for their public serving work and support during the past year.

### **Chief Constable Meeting**

In terms of holding the Chief Constable and the force to account, I hold weekly meetings with the Chief Constable to discuss and scrutinise areas of significance and concern. The minutes of the meeting are signed off and the open session

minutes are published on the OPCC website. Once a month the meeting focuses on the specific areas of force performance, where a written set of questions is prepared by my Office for the Chief Constable's attention. The response to these performance questions is delivered verbally at these meetings and a written explanation is also provided for the scrutiny of the quarterly performance data.

### **Independent Custody Visitors**



As the PCC I have the responsibility for administering the Independent Custody Visitors (ICV) scheme in Warwickshire. Ensuring that people who are detained in police custody are treated fairly and that their welfare is given a high priority is hugely important for public confidence in the police.

The scheme consists of volunteers who are members of the public from local communities and it allows them to inspect the way the police force detains people while held in their custody at the two custody facilities at Leamington Spa and Nuneaton. During the last year, my Office conducted a recruitment campaign for the ICV scheme, resulting in nine new members across the two panels that exist in the north and south of the county. In addition, in October 2018 an ICV annual general meeting was held at Coventry University and an initiative for the electronic recording of custody visits was introduced.

I very much value the work of the members of the ICV scheme, the fact that independent observers can go in, at any time, and talk to detainees and custody staff is very powerful. This public

oversight helps to prevent harm and provides public reassurance that the custody environment is safe and treats the detainee with dignity and respect.

### **Joint Audit and Standards Committee**

With effect from 1<sup>st</sup> September 2018, a decision was taken by the Alliance Governance Group to incorporate the role of the Trust Integrity and Ethics (TIE) Committee with the 'Joint Audit Committee' (JAC), thereby ending the tenure of the existing TIE members. I would like to thank the outgoing members for their invaluable contribution.

This merger has resulted in the creation of a single Joint Audit and Standards Committee (JASC) and their terms of reference have developed to reflect the whole remit of both the previous committees, with two additional members appointed to provide additional capacity.

The JASC receives regular reports on governance issues. This includes the review of the 'Annual Governance Statement' (AGS) for inclusion in the 'Annual Statement of Accounts' and update reports on the progress made in addressing any significant governance issues identified in the AGS.

The JASC receives regular reports on policy and procedure, decision making, leadership, culture, people, performance and conduct. This also includes update reports on the progress made in addressing any significant issues that have been identified.

### **Police Legitimacy**

Quite rightly, there is a great deal of public interest and concern as to legitimacy of the police service. With the termination of the Alliance, it has been necessary to alter the governance structures and a Warwickshire Legitimacy Board has been established, replacing a number of meetings including the previous HMICFRS Legitimacy Board, parts of the HMIC Assurance Group, the Alliance Stop and Search and Use of Force meetings and the Diversity and Inclusion - Communities Board.

My Office is represented on the board to provide

appropriate scrutiny and accountability. It is proposed that the main themes that will be covered by the board will include: -

- Stop and Search.
- Use of Force.
- Fairness and Ethics.
- Standards and Corruption.
- Engagement and Diversity.

### **Use of Force**

I'm pleased to be able to report that Warwickshire Police publish figures on the use of force by its police officers and I welcome the publishing of this data to provide additional transparency and scrutiny, as the public rightly needs assurance that when force is used by the police it is lawful, necessary, proportional and accountable. Equally, it will also serve to highlight the often difficult and sometimes dangerous situations that police officers face as they protect the public from harm.

It is also worth reinforcing the fact that the police respond to thousands of incidents every day and as the figures show the vast majority are resolved without the use of any force.

### **Use of Force**

For further information visit: -

[www.warwickshire.police.uk/useofforce](http://www.warwickshire.police.uk/useofforce)

### **Stop and Search**

In respect of 'stop and search', the force continue to comply with the Home Office 'Best Use of Stop and Search Scheme'. The principal aims of the Scheme are to achieve greater transparency, community involvement in the use of stop and search powers and to support a more intelligence-led approach, leading to better outcomes, for example, an increase in the stop and search to positive outcome ratio. By adopting the Scheme the force will use stop and search strategically, which will improve public confidence and trust.

In addition, the force has taken steps to address disproportionality, in terms of the ethnicity of those subject to stop and search, through more comprehensive data capture, increased scrutiny by the force and oversight by the Independent Advisory Groups (IAG). The IAG members are volunteers drawn from our communities from various backgrounds and their purpose is to advise on policing issues that may cause concern to local people and communities.

### **Police Complaints**

Warwickshire Professional Standards Department (PSD) is responsible for the management of all public complaints against police officers, police staff and special constables. The standards of professional behaviour that are expected of every member of the workforce are contained in the Code of Ethics.

The PSD is separate from the officers and staff that are subject to a complaint and serious allegations are referred to the Independent Office for Police Conduct (IOPC) who may decide to supervise, manage or independently investigate a complaint. Learning is an integral part of every complaint and any lessons learned from an investigation are used to continuously improve the service provided to Warwickshire communities. My Office meet with a senior member of staff from PSD on a quarterly basis to monitor and review the performance data and raise any issues of concern.

In 2016 the Government's proposed a significant structural change to the police complaints process, whereby directly elected Police and Crime Commissioners would have more involvement in the police complaint system to determine how they are dealt with at a local level. This included the discretion to choose whether to record complaints themselves and to hear appeals against the handling of complaints deemed suitable for Local Resolution. These proposals are still awaiting legislation to bring them into effect, however in the meantime Warwickshire Police have adopted a triage approach to the handling of police complaints to provide

a speedier and more proportionate response, attempting to resolve issues at the first point of contact and delivering an improved customer service.

### **Freedom of Information**

The Freedom of Information Act 2000 provides public access to information held by public authorities, including that of the Office of the Police and Crime Commissioner. It does this in two ways: -

1. Members of the public are entitled to request information from public authorities and in the last twelve months my Office has dealt with a total of 26 Freedom of Information requests from a range of different sources on a variety of subjects.
2. As well as responding to requests for information, I must publish information proactively. The Freedom of Information Act requires every public authority to have a publication scheme, approved by the Information Commissioner's Office (ICO), and to publish information covered by the scheme. It sets out my commitment to make certain classes of information routinely available, such as policies and procedures, minutes of meetings, annual reports and financial information. To assist with this commitment I have a refreshed OPCC website making finding information about my work, and that of my Office, even easier.

### **Quality Mark**

*The public need independent, consistent and clear information on the performance and activities of their PCC. Transparency is essential to promote confidence in the elected PCC. Source - **Home Office***

It was therefore gratifying to learn that for the fourth year in succession my Office has been awarded an 'OPCC Transparency Quality Mark from Comparing Police and Crime Commissioners (CoPaCC), in recognition that we have met our statutory requirements on openness and transparency. CoPaCC are a body that advises and supports police and criminal justice organisations to monitor policing governance in England and Wales.



OPCC  
**Transparency  
Quality Mark**  
2018

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# WARWICKSHIRE POLICE PERFORMANCE

**As the Police and Crime Commissioner I do not have any authority in relation to operational policing decisions, they are solely a matter for the Chief Constable. I do however have a statutory duty to ensure an effective and efficient police force. This requirement is reflected as one of my four key objectives of my 'Police and Crime Plan'.**

## Key Achievements 2018/19

### Recorded Crime

In April 2019 the Office for National Statistics (ONS) released the reported crime figures for England and Wales for the year 2018. I am extremely pleased to report that recorded crime in Warwickshire reduced by 1% during the calendar year, particularly so given that England and Wales saw an average increase of 7%. With a total of 41,304 crimes recorded, Warwickshire Police was one of only seven of the forty-three forces to experience a reduction.



Of particular note is that in Warwickshire drug crime dropped 14%, the second biggest drop in the country. The success follows the launch of the 'Protect' initiative with a focus on tackling serious and organised crime, including County-lines where urban crime groups in major cities expand their drug supply network to rural communities and other areas of the country. I have no doubt our work to tackle this type of serious crime has played a significant part in reducing drug crime in Warwickshire, where the Chief constable has been clear that all officers

and staff have a role to play in reducing its profound impact on individual lives and communities.

Warwickshire also achieved decreases in burglary, theft, and sexual offences from the previous year's figures, crime falls were achieved in: -

- Criminal damage and arson was down by 2%.
- Theft was down by 5%.
- Burglary was down by 7%.
- Shoplifting was down by 8%.
- Sexual offences was down by 14%.
- Bicycle thefts was down by 27%.

Some categories have, however, seen increased reporting year-on-year. As is the case nationally, violent crime offences are up, with reports of violence against the person increasing by 7% year-on-year, and non-injury violent crimes up 5%. In both cases, however, the increases were at a lower rate than national or regional averages. While the volume of knife crime incidents remains low, reports increased by 4% during 2018, though this was much smaller than the rises seen by the larger metropolitan areas across the UK and also remained below national and regional averages. Robbery has however shown a significant rise of 23% and this will remain an area of focus for both the Chief Constable and myself in the months ahead.

Warwickshire Police's own performance figures for the period 2018/19 (at year-end on the 31<sup>st</sup> March 2019) revealed that when compared to 2017/18 there had been a 1.5% increase in total recorded crime. Of further note is that: -



- Antisocial Behaviour was down by 16.5%.
- Homicide was down by 83.3%.

Given that many other areas of the country have seen quite sharp rises in reported crime, it is reassuring that Warwickshire has only seen a marginal increase. There has been a huge amount of work carried out by my Office, the police and our community safety partners in Warwickshire over the past year to reduce levels of crime. Whilst these figures are encouraging, we must not be complacent and there will continue to be a concerted effort in the year ahead to reduce crime, with a particular emphasis on the offences that cause the greatest harm and concern to the public. I am determined to see crime levels fall and to deliver on my promise of 'A safer, more secure Warwickshire'.

### Office for National Statistics

The full dataset for reported crime in England and Wales can be found at: - [www.ons.gov.uk/peoplepopulationandcommunity/crimeandjustice/bulletins/crimeinenglandandwales/yearendingdecember2018](http://www.ons.gov.uk/peoplepopulationandcommunity/crimeandjustice/bulletins/crimeinenglandandwales/yearendingdecember2018)

### HMICFRS

I have a statutory duty to ensure an effective and efficient police service for Warwickshire and therefore value the work of Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) in providing an annual independent thematic inspection and assessment of the force's performance in terms of its effectiveness, efficiency and legitimacy.

In 2016 the force was graded as 'Good' by HMICFRS in all three areas of inspection. It was therefore with disappointment that I noted in last year's annual report that the 2017 assessment was less favourable where two areas of inspection were considered to 'Require Improvement', albeit there was also a recognition of the many aspects where the force had improved and of the hard work and dedication of the workforce. In response to these

assessments, the force developed a plan of action to deliver the required improvements, achieved through a core group of senior officers and police staff and overseen by chief officers.

My Office has continued to monitor the progress of this work throughout the year and also the force's preparation for the latest HMICFRS inspection that occurred in March 2019. I am pleased to report that the inspection went well and the feedback received from HMICFRS's initial findings was largely positive. One aspect that the inspection team was keen to stress was how open, professional, friendly and engaging the workforce were throughout the period of the inspection. This was extremely pleasing to hear as I think it is an accurate reflection of how Warwickshire Police conduct themselves. I await the publication of HMICFRS report, anticipated to be available in September of 2019, with great interest.

### Crime Survey for England & Wales

The Crime Survey for England and Wales (CSEW) provides an independent measure of the public's true experience of crimes through face to face interviews and also captures crime that were not reported to the police. The latest survey results from data collected in December 2019 shows that public confidence in Warwickshire Police stood at 80%, resulting in the force ranking 1<sup>st</sup> amongst its group of most similar forces and 7<sup>th</sup> nationally out of the 43 forces of England and Wales. Whilst this is a pleasing development, there is no room for complacency.

### Performance Scrutiny

I formally meet with the Chief Constable every week, and once a month the meeting focuses on the specific areas of force performance. A set of questions is prepared by my Office for the Chief Constable's attention and both the questions and force response from the quarterly meetings are published on my website. In addition, members of my Office are embedded in a number of key meetings held by the Alliance and Warwickshire Police, to enable a fully informed view to be

gathered on the issues and challenges that the force faces and the measures that are being undertaken to mitigate and address their adverse effects.

### **National Bravery Awards**

In focusing on force performance, it's also worth remembering that delivering a quality service to the communities of Warwickshire is dependent upon the individual actions of police officers and staff. They work tirelessly and selflessly to keep our communities safe, where dedication and bravery are exhibited on a daily basis.

A shining example of this public service is that of PC Lloyd Walton who was nominated for the National Police Bravery Award in 2018. He was first officer into a house when executing a drugs warrant in Nuneaton and as he started climbing stairs to continue the search he was confronted by a man standing at the top of the stair way pointing a firearm directly at him. With no thought for his own safety and with no chance to use any protective equipment PC Walton managed to wrestle the firearm from the armed male, manoeuvring him to the ground where he was restrained and arrested. Whilst PC Walton did not ultimately win the West Midlands award, he richly deserved the recognition that the awards provided.



# LOOKING FORWARD

**The coming year will see new opportunities and challenges for Warwickshire Police and its partner agencies, along with new areas of focus for my office. Whilst much has already been achieved over the past year, there is much still to do and more progress to be made. My commitment to meet the ambitions of my Police and Crime Plan and deliver 'A safer, more secure Warwickshire' will remain a constant throughout.**

Over the next year, I will:-

- Support the Chief Constable and the Evolve change team to ensure a smooth and orderly transition for Warwickshire Police as it moves towards its future state outside of the previous Alliance arrangements. As one of the largest changes in the history of Warwickshire Police this will present some significant challenges. These will need to be carefully managed, requiring me to work closely with the Chief Officer team but I will nevertheless continue to hold the Chief Constable to account in delivering an efficient and effective police force which is fully focused on providing the best possible services for the public of Warwickshire.
- Invest the additional funding raised through the 2019/20 precept increase into frontline policing, holding the Chief Constable to account in delivering 85 additional police officer posts, five further Police Community Support Officers and 10 civilian crime investigators, in addition to the 50 police officer posts secured through the 2018/19 precept increases. These officers will provide:-
  - » Expanded patrol policing, with more officers available to respond to 999 and 101 calls for service.
  - » Enhanced harm protection and Child Sexual Exploitation teams, providing more officers to investigate crimes against the most vulnerable.
  - » Boosted Safer Neighbourhood Teams, with extra police officers and PCSOs to problem-solve in communities.
  - » Increased capacity to manage prolific offenders and target those responsible for burglary and vehicle crime.
  - » More detectives and Police Staff Investigators to boost capacity to deal with the more complex criminal investigations.
  - » An improved response to rural crime through the introduction of a dedicated countywide team of police officers, who will work with communities and Safer Neighbourhoods Teams to combat criminal activity.
- Continue to modernise the police estate, including the refurbishment and re-establishment of the Leek Wootton site as Warwickshire Police's dedicated police headquarters and the opening of Stuart Ross House in Warwick as a hub for the command and control of the force's operational assets. I will continue to explore the sale of the portions of the Leek Wootton estate not required for policing, in order to secure the maximum return for the public purse.
- Oversee the introduction of my new commissioned services to ensure they deliver improved outcomes for victims of crime, deliver value for money to ensure that the most vulnerable in society are protected from harm.
- Oversee the introduction of Warwickshire Police's new Single Online Home, which provides a 'digital police station' offering



*With record numbers of new police officers and PCSOs undergoing training, police numbers will soon be back up to 2012 levels*

more than 25 different services online. This will allow members of the public to complete more tasks online at their convenience, from reporting road traffic incidents to applying for firearms licences or providing information about crime.

- Continue to invest in the police ICT infrastructure to ensure that our officers and police staff are properly equipped with modern and reliable networks to support their vital work in keeping communities safe.
- Work with partners to re-invigorate the road safety agenda within Warwickshire, to tackle a rise in risk-taking on our roads and to deliver reductions in the numbers of those killed or seriously injured on our highways. This will include the introduction of a £500,000 grant scheme to promote innovative initiatives across the county that deliver road safety improvements.
- Continue to hold the Chief Constable to account in delivering on any improvements identified by Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services.
- Play an active part in emergency services collaboration work, locally, regionally and nationally, to deepen the working relationships between police, fire, ambulance, health services and local authorities, for the benefit of communities in Warwickshire.
- Consult the public, partners and businesses on the priorities of my police and crime plan and their expectations for policing and community safety in Warwickshire, prior to refreshing the plan to reflect the changing landscape following the termination of the Alliance with West Mercia. The results from the consultation will also be used to help inform the budget setting process for 2020/21.
- Work in close partnership with agencies and organisations across Warwickshire, including local authorities, voluntary organisations, community safety partnerships, criminal justice agencies and business, rural and local communities.
- Continue my commitment to obtain fairer Home Office funding for Warwickshire Police.

I will be putting my record of delivering improved outcomes across all areas of my Police and Crime Plan to the electorate in May 2020, when I hope to receive the public's continued backing for a further four-year term of office. I hope to meet as many of you as possible across the coming year, but in the meantime I will be continuing to work hard on your behalf with my Office, the Chief Constable, other officers, staff and volunteers from Warwickshire Police as well as my other partners nationally, regionally and locally.





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

## Contact Details



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

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

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

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

**Telephone:** 01926 412322

**For media enquiries please call** 01926 412418

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

 [@WarwickshirePCC](https://twitter.com/WarwickshirePCC)

 [WarwickshirePCC](https://www.facebook.com/WarwickshirePCC)

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<b>Planning and Performance Working Group Terms of Reference</b>	
	Planning and Performance Working Group
<b>Working Group Membership</b>	Andy Davis Councillor Nicola Davies Bob Malloy
<b>Key Officers / Departments</b>	<u>Office of the Police and Crime Commissioner:</u>  Neil Hewison, Chief Executive David Patterson, Policy and Research Officer  <u>Warwickshire County Council:</u> Tom McColgan  <u>Warwickshire Police</u> A senior officer as a when required
<b>Frequency</b>	To meet on a quarterly basis in line with the production of the quarterly performance reports.
<b>Rationale</b> (Key issues and/or reason for the Working Group)	The Planning and Performance Working Group was established by the Police and Crime Panel to: <ul style="list-style-type: none"> <li>a) Monitor the Commissioner's performance against the objectives of the Police and Crime Plan and its associated Delivery Plan.</li> <li>b) Analyse the latest performance reports from Warwickshire Police in order to identify any key issues to raise with the Commissioner at future Panel meetings.</li> <li>c) Review the work programme of the Police and Crime Panel and make recommendations to the Panel regarding areas of business for future meetings and task and finish group reviews.</li> </ul>
<b>What information is needed?</b>	<ul style="list-style-type: none"> <li>• Police and Crime Plan and the Delivery Plan</li> <li>• Warwickshire Police performance data</li> <li>• Police and Crime Panel Work Programme</li> <li>• Information from other Police and Crime Panels, as necessary.</li> <li>• Where appropriate, information from agencies overseen or funded by the OPCC.</li> </ul>
<b>Indicators of Success</b>	<ul style="list-style-type: none"> <li>a) That the delivery of the Police and Crime Plan is monitored and outcomes reported to the Police and Crime Panel.</li> <li>b) That the working group provide the Police and Crime Panel with recommendations on work programming, ensuring that each meeting has sufficient business for the Panel to robustly exercise its duties.</li> <li>c) That the PCC acts on recommendations put forward by the Police and Crime Panel.</li> </ul>

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### Budget Working Group Terms of Reference

<b>Working Group</b>	Budget Working Group
<b>Working Group Membership</b>	Councillor Derek Poole
<b>Key Officers / Departments</b>	<p><u>Office of the Police and Crime Commissioner:</u> Sara Ansell – Chief Finance Officer</p> <p><u>Warwickshire County Council:</u> Tom McColgan Virginia Rennie</p>
<b>Frequency</b>	To meet on a quarterly basis in line with the production of the quarterly budget monitoring reports.
<b>Rationale</b> (Key issues and/or reason for the Working Group)	<p>The Budget Working Group was established by the Police and Crime Panel to:</p> <ol style="list-style-type: none"> <li>a) undertake detailed review of the budget and quarterly finance reports;</li> <li>b) Evaluate the Commissioner’s proposed precept and make recommendations, if considered appropriate, to the Panel at the annual precept meeting.</li> <li>c) undertake quarterly monitoring of the Commissioner’s financial plans, including the capital and revenue programmes;</li> </ol>
<b>What information is needed?</b>	<ul style="list-style-type: none"> <li>• Quarterly budget reports, including information on the capital and revenue budget position, financial reserves, and any under/overspends</li> <li>• Timely sight of the Commissioner’s precept proposals.</li> <li>• HMIC Value for Money Reports</li> <li>• Detail of Home Office funding and grant allocations, as necessary.</li> </ul>
<b>Indicators of Success</b>	<ol style="list-style-type: none"> <li>a) That the PCCs approach to budget spending is robustly monitored and challenged where necessary.</li> <li>b) That the PCC acts on recommendations put forward by the Police and Crime Panel.</li> </ol>



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## Police and Crime Panel Work Programme

Date of next report/update	Item	Report detail	Date of last report
21 November 2019	Victim Services Review	Suggested by the Planning and Performance Working Group: A report to detail the work of the commissioned Victims Service and how this impacts on the wider Warwickshire Police Force	
21 November 2019	Preparations for 2020 elections	To receive a report detailing the OPCC's preparations for the third PCC elections in 2020.	
2019/20	Rural Crime	To receive an update on the rural crime unit and actions taken by the PCC to tackle rural crime in the county	
2019/20	County Lines	To receive an update on how 'County Lines' are affecting Warwickshire.	
2019/20	The Police Estate	To consider the PCC's approach to managing the Police estate.	
TBC	Complaints	Update from PCC in light of the new requirements of the Police and Crime Act to come into force in 2019 – implementation has been delayed by central government.	

## Police and Crime Panel Work Programme

<b>Standing items*</b>	Complaints	To consider any complaints against the PCC, taking account of the Complaints Protocol (verbal update).	-
	Report of Working Groups (Following a meeting of a Working Group)	<p>The Panel has delegated quarterly budget monitoring to the Budget Working Group, which will report its findings and minutes to each relevant PCP meeting.</p> <p>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.</p>	-
	Work Programme	To consider and review the Panel's work programme.	-
	Report of the Police and Crime Commissioner	<p>To hold the PCC to account for the delivery of the Police and Crime Plan and to:</p> <ul style="list-style-type: none"> <li>• Review progress updates in the implementation of the Police and Crime Plan and progress made towards recruiting to the additional officer posts created in the 2019/20 budget.</li> <li>• Consider recent work of the PCC, including activities / decisions taken since the last meeting and engagement with national/regional policing initiatives.</li> </ul>	-
<b>Items to be Timetabled</b>			

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