

Warwickshire Police and Crime Panel

Report of the Planning and  
Performance Working Group

## Review of the Police and Crime Commissioner's Funding of Substance Misuse Services



North Warwickshire  
Borough Council



## Recommendations

- 1** That the Police and Crime Commissioner investigates the possibility of letting longer-term contracts, and where appropriate co-commissions with partners, specifically Warwickshire County Council and the National Probation Service.
- 2** That the Police and Crime Commissioner continues to operate a dynamic programme of grant funded schemes in tandem with commissioned services; ensuring that the application and performance monitoring aspects of the grant scheme are as streamlined as possible while still providing adequate assurance.
- 3** That the Police and Crime Commissioner uses the opportunity afforded by the end of the Strategic Alliance with West Mercia to strengthen collaborative working, engaging with health bodies on scheme specific partnerships.
- 4** That the Police and Crime Commissioner works to secure continued operation of the 'Test on Arrest' scheme as a core part of the custodial process following termination of the Strategic Alliance with West Mercia Police.
- 5** That the Police and Crime Commissioner utilises his influence to bring together partners to consider strategies to address the impact of pupil off-rolling<sup>1</sup> on vulnerable young people.
- 6** That the Warwickshire Police and Crime Panel supports the Police and Crime Commissioner by investigating and reviewing strategies proposed to address the impact of pupil off-rolling.
- 7** That the next Police and Crime Plan, due later in 2020, includes a continued and clear commitment to reducing the harm caused by drugs and alcohol within Warwickshire.

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<sup>1</sup> Gov.UK (10 May 2019), *Ofsted Blog: What is off-rolling...?* Available from: <https://educationinspection.blog.gov.uk/2019/05/10/what-is-off-rolling-and-how-does-ofsted-look-at-it-on-inspection/>

## Executive Summary

The Police and Crime Panel's Planning and Performance Working Group (The Group) undertook a review of services related to substance misuse that were directly funded by the Police and Crime Commissioner for Warwickshire (PCC) in April 2019. The review was carried out by Councillor Neil Dirveiks, Councillor Nicola Davies, Andy Davis, and Bob Malloy.

The Group gathered evidence from service providers and partner organisations as well as carrying out a desktop study of the approach taken by other PCCs to substance misuse. They found that substance misuse varied geographically across the County and across age groups.

The Group found that the PCC's recent transition from supporting projects exclusively by means of grant funding to a commissioning model has been welcomed by providers. The PCC's new approach has provided more stability and allowed for improved forward planning. The findings of the review suggest that the PCC must now find the right balance between commissioning and grant funding to ensure that larger providers are able to operate efficiently while still allowing for smaller providers to access funding.

The evidence gathered also pointed towards wider issues which were outside of the scope of the review but would be worthy of further investigation, particularly the practice of off-rolling in Warwickshire Schools and resourcing of naloxone to Police Officers and partner agencies.<sup>2</sup>

The Group was impressed by the resilience demonstrated by the Office of the Police and Crime Commissioner (OPCC) and mindful that good progress had been made against a backdrop of significant organisational changes amongst partner agencies.

The Group recognised that the adoption of the commissioning model represented a divergence from earlier practices for the OPCC and that navigating the process of inviting tenders and liaising with stakeholders was inherently challenging. The Group was impressed with the OPCC's delivery of this undertaking.

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<sup>2</sup> Change, Grow, Live, Naloxone – *The Overdose Reversal Drug*. Available from: <https://www.changegrowlive.org/advice-info/alcohol-drugs/naloxone-overdose-reversal-drug>

## **Introduction**

In 2016, the PCC identified drug and alcohol misuse as “significant contributory factors towards crime and antisocial behaviour” in his Police and Crime Plan and recognised that it was an “area where enforcement activity on its own will not solve the more complex underlying issues”. The PCC stated that during his term of office he aimed to “reduce the harm caused by drugs and alcohol.”<sup>3</sup>

Through his grant scheme, the PCC has provided funding for a variety of programmes aimed at reducing drug and alcohol misuse. Other public sector bodies in the County also provide funding for alcohol and drug services, including the County and local councils, and the County’s three Clinical Commissioning Groups. While these services are aimed at the wider community rather than specifically at offenders, their work undoubtedly impacts upon reduction in crime and anti-social behaviour. Substance misuse also places demands on other emergency services being responsible for ambulance call outs, A&E admissions and road traffic accidents.

The OPCC did not have previous experience of commissioning and has done well to upskill quickly and successfully let two contracts for substance misuse services as well as letting contracts in other areas including a new Victims Service. As well as developing the office’s expertise the OPCC also had to contend with turbulent circumstances with Warwickshire Police’s strategic alliance with West Mercia coming to an end and the major restructure of the Probation Service/ Community Rehabilitation Companies.

This review has sought to evaluate the performance of the services directly funded by the Commissioner, and to identify areas where future funding could be targeted. Evidence has been collected to assess the level of drug and alcohol misuse in the County and the extent to which this misuse is responsible for anti-social behaviour and crime. The Review has sought to identify where gaps in funding exist across Warwickshire and how cross-border working is managed given that CCG areas, local authorities and policing areas are not always coterminous.

## **Evidence Gathering**

The Group has liaised with stakeholders and organisations funded by the PCC to develop its understanding of the scale of substance misuse in Warwickshire, the effectiveness of treatment programmes, the experience of service users and practitioners, and the range of available treatment pathways which could be supported by the PCC in future.

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<sup>3</sup> Police and Crime Commissioner for Warwickshire, *Warwickshire Police and Crime Plan 2016 – 2021*. Available from: <https://www.warwickshire-pcc.gov.uk/police-and-crime-plan/>

## Children and Young People's Substance Misuse Services

The Group met with **Warwickshire Youth Justice Service** (YJS) who were also represented by a Substance Misuse Practitioner provided by **Compass**, a charity providing specialist health and wellbeing services.

The PCC has historically provided funding for substance misuse services by means of the annual grant application scheme. Through this scheme, during the period of 2018-19, the PCC awarded £35,000 to Compass to provide targeted services to support young people at higher risk of being drawn into criminal or anti-social behaviour. Grant funding of £40,000 for this period was also awarded to YJS to contribute towards engaging, educating and diverting young people away from crime through targeted substance misuse programmes.

In recognition of the potential advantages of greater certainty and continuity, the PCC has instigated a transition from annual grant funding to a commissioned services model for substance misuse services from 1 April 2019 to 31 March 2021, with annual funding broadly analogous to allocations made to Compass and YJS under the grant application scheme. It was considered that this presented the additional benefit of enabling the PCC to set clear contract requirements, which was not possible through grant funding.

The Group heard that two dedicated substance misuse workers were provided by Compass to operate within the Youth Justice Service; one based in Leamington Spa and the other in Nuneaton. YJS practitioners emphasised how valuable they had found having a direct relationship with Compass as it had allowed for informal sharing of knowledge and advice that would not be possible were YJS simply making referrals to external services.

YJS highlighted the variations in substance misuse across the county with young people tending towards different substances in different areas although marijuana was popular across the county. While YJS practitioners estimated that drug use was present in well over 90% of their caseload they felt that alcohol abuse among young people had declined.

YJS also highlighted the links between County Lines,<sup>4</sup> off-rolling and young offenders. YJS practitioners felt that County Lines should be viewed in the context of modern slavery and that off-rolling of vulnerable pupils was leaving them exposed to exploitation by drug gangs.

YJS practitioners highlighted the issue of delays in the court system and commented that a waiting period of around several months between arrest and a court date could provide the impression of there being no consequence of criminal action.

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<sup>4</sup> National Crime Agency, *County Lines*. Available from: <https://www.nationalcrimeagency.gov.uk/what-we-do/crime-threats/drug-trafficking/county-lines>

The Group was advised that continued and substantial investment in prevention initiatives represented the most effective strategy to manage demand and secure resilient services across the County.

It was reported that YJS had a good track record of successfully applying for grant funding from the PCC, however, in 2019 two bids orientated to address knife crime had not been successful. YJS recognised that demand on the grant scheme was high, however, it was observed that the application process was time consuming and that a reliance on grant funding made forward planning challenging.

### **Adult Substance Misuse Services**

In common with funding arrangements for Compass and YJS, the PCC has historically allocated funding to address drug and alcohol misuse amongst adult offenders by means of the annual grant application scheme. In 2018-19, the PCC awarded £150,000 in grant funding to the charity **Change, Grow, Live** (CGL) with a focus on intervention and sustained recovery initiatives orientated to reduce the risk of re-offending. The PCC has committed to continuation of this approximate level of annual funding as part of the transition to a commissioned services model during the period of 1 April 2019 to 31 March 2021.

The PCC has indicated his aspiration that this funding be targeted to reduce re-offending rates and improve offenders' opportunities across the seven pathways defined by the National Offender Management Service.<sup>5</sup> Whilst outcomes were measured through the grant scheme, including referral rates and the number of people accessing services, the OPCC's expectation is that a commissioned services model will enable an improved reporting focus to measure the impact of services on health and wellbeing and broader benefits to the community.

The Group met with representatives of CGL who advised that funding from the PCC contributed to the organisation's work in partnership with the criminal justice system, including provision of staff to attend required assessments of individuals in police custody and support for the 'Test on Arrest' scheme. CGL practitioners advised that support services for prison leavers were not funded, although this group had been identified as amongst the most vulnerable. Coordination of support for those released back into the community required liaison with the Prison Service. CGL advised that, were additional funding made available, they would choose to fund a prison liaison worker to engage with prisoners during the period leading up to release and facilitate effective ongoing support during the period following release.

CGL practitioners stated that applying for grant funding was time consuming and diverted resources away from core services. Additionally, it was not always possible to demonstrate the effectiveness of a new service within the initial funding stages.

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<sup>5</sup> National Offender Management Service (2009), *National Reducing Re-offending Delivery Plan*. Available from: <https://www.nicco.org.uk/directory-of-resources/reducing-reoffending-children-and-families-pathway>

The positive effects of naloxone were highlighted; CGL advised that they supplied emergency naloxone kits to local services, including hostels, and offered training in its application (either by injection or nasal spray).

CGL observed that the greatest challenge for service users was provision of housing and that individuals who approached the organisation for treatment were often in crisis and facing homelessness. Rather than being able to engage with treatment they were often preoccupied, feeling unsafe and unable to stabilise.

The OPCC highlighted the availability of cross-referrals between services. For example, if CGL encountered an offender who had themselves been a victim and required support, CGL could refer them into the Victims Support Service also commissioned by the PCC. This enables an holistic approach to treatment that takes into account the full range of an individual's needs.

The Group also met with the **National Probation Service** (NPS) who advised that no direct funding was received from the PCC in relation to drug and alcohol services but funding to CGL served to benefit the organisation.

NPS stated that interaction between agencies and service providers operated to an efficient standard within Warwickshire. The Group heard that CGL made daily visits to the Court and that the 'Test on Arrest' scheme had worked effectively in the County. It was considered that the success of the scheme was attributable to funding from the PCC. The Group heard that the Midlands Division of the NPS encompassed several policing areas and that the presence of multiple service providers engaged by different PCCs could result in uneven levels of support across the region.

Consideration was given to the level of 'traffic' coming through the Court. The Group learned that the number of offenders referred to the NPS had reduced but that this was attributable to a drop in the arrest rate. The proposals to increase the number of police officers nationally could result in additional pressure on the court system and associated services and an equivalent uplift in resources for courts, prisons and probation would be necessary to support the criminal justice system.

It was considered that short custodial sentences for drug offences were unhelpful; NPS stated that a habitual drug user required self-motivation, above all else, to overcome addiction and it was common for drug users to breach Court Orders, resulting in resentencing. The Group was advised that self-medicating played a role in continued drug use, and that for many people drugs provided a means to cope with the consequences of serious challenges early in life.

It was considered that improved mental health services and intensive residential rehabilitation therapy facilities could offer effective solutions; improved youth services could also contribute to a reduction in harm and enable early intervention.

Consideration was given to the practice of off-rolling; it was speculated that the introduction of the academy system resulted in the marginalisation of certain individuals and left them more vulnerable to negative influences.

The NPS commented that, given enhanced resources, more investment in access to accommodation schemes would have a positive effect; adding that prison leavers often face difficult challenges in securing a place to live.

### **Evidence Gathering – Key Themes**

A key overarching theme was the positive feedback from all the partner organisations about the PCC, his office and particularly his lead officer Zeynab Gamielien. It was felt that the OPCC had a well-developed understanding of the work being undertaken and that this was a significant asset in a field where successes are often difficult to fully present as quantifiable outcomes.

In several evidence gathering sessions, the Group heard that successful treatment was often dependent upon the individual; for some complete abstinence was not a realistic goal and reducing usage or cutting out the most harmful substances constituted a significant achievement.

The problems resulting from off-rolling were highlighted by practitioners at YJS and Compass as well as the NPS. The vulnerability of young people existing outside of the education system to organised crime was also emphasised.

**Off-rolling** is the removal of a child from a school's roll to the benefit of the school. Instances of off-rolling have increased, and the number of reports identifying problems associated with this practice have grown in recent years; multiple services have raised it as an issue for Warwickshire.

Schools are incentivised to remove a pupil from the school roll, without using a permanent exclusion, in instances when the behaviour of the pupil may reflect badly on the school's performance. In turn, parents can be persuaded to opt for home schooling as this removes the risk of them being prosecuted for failing to ensure that a child in their care regularly attends school. The Local Education Authority does not have the power to monitor the quality of home schooling or to undertake checks to validate whether it is even taking place. This has the effect of removing a potentially vulnerable child from the radar of local services for several months, only for them to later reappear in court.

While out of scope for the review or any one service, addressing issues around school attendance and early engagement with vulnerable young people would be fundamental to tackling substance misuse and the crime and harm that resulted from it.



Compass reported that some schools had reacted positively to the offer of substance misuse information sessions for students, whereas others had declined to engage.

The potential benefits of naloxone were underlined by CGL and representatives of Warwickshire County Council's Health and Wellbeing Board, who pointed to its adoption by police forces elsewhere in the UK with positive results.

The challenges faced by prison leavers were also highlighted. Practitioners at CGL indicated that improved resources could enable greater liaison with prisoners prior to and following their release to enable support for addiction and rehabilitation. At the Group's meeting with the NPS, consideration was given to the difficulties faced by many prison leavers in securing accommodation which could create circumstances leading towards substance abuse and criminality. Homelessness was cited by CGL as a contributing factor to addiction for many individuals as well as an obstacle to recovery.

Representatives of both the NPS and CGL pointed to improved mental health services as an effective tool in addressing the harms of substance abuse.

The importance of information sharing and collaborative working between agencies was emphasised by Compass and Warwickshire County Council (WCC). WCC highlighted that the Health and Wellbeing Board provided a forum for collaboration and that regular attendance by the OPCC could improve cross-border working including liaison with healthcare providers, Healthwatch and NHS Midlands.

The Group was informed that WCC benefitted from a close relationship with the OPCC when evaluating the performance of contracted service providers, and that effective collaboration meant that respective funding streams from each organisation dovetailed successfully without resulting in duplicated work.

Grant funding was praised by many of the organisations contacted by the Group. **Warwickshire Community and Voluntary Action (WCAVA)** praised the PCC for keeping a high proportion of grant level funding accessible to small groups. However, it was considered that the impact of work in the community and voluntary sector was not always accurately represented by performance statistics, instead WCAVA encouraged alternative approaches to reporting, such as video presentations.

The Group heard from WCAVA that some organisations had been deterred from applying for annual one-off grant funding due to the resource-intensive application process.

The Group heard that some bids for grant funding had been rejected, not because the principle of the initiative was flawed, but because the quality of the submission was weak. This could represent a missed opportunity and it was felt that support to organisations when applications were being prepared could be appropriate in some instances to enable worthwhile initiatives to be actualised.

## Approaches to Substance Misuse Elsewhere in England and Wales

Initiatives to address the problem of drug and alcohol misuse have been proposed by PCCs across England and Wales.

A unifying theme amongst PCCs' proposals is an aspiration to divert those suffering from addiction into treatment and away from the courts. This is an initiative supported by David Jamieson in the West Midlands<sup>6</sup> as well as Lord Bach (Leicester, Leicestershire and Rutland) who has promoted the development of an out of court disposal workshop for those who have committed a crime for which substance misuse was a contributing factor. This scheme would be similar in principle to a drivers' speed awareness course and orientated to enable participants to reflect upon their use of substances and to access support if required.<sup>7</sup>

Similarly, Paddy Tipping, PCC for Nottinghamshire, has advocated the use of treatment as a condition of bail.<sup>8</sup> Ron Hogg (former PCC for Durham) followed a similar direction and indicated his support for alternatives to the criminalisation of people who use drugs, enabling a renewed focus on tackling organised crime.<sup>9</sup>

Youth engagement, education and prevention have been prioritised by PCCs across the UK including in Leicestershire<sup>10</sup> and in Nottinghamshire where Paddy Tipping has championed workshops for children and young people to influence drinking habits with a view to achieving long-term changes in behaviour.<sup>11</sup> A Drug Early Warning Programme has been proposed in the West Midlands to raise awareness amongst medical professionals, outreach workers and the wider public of the impact of emerging drugs.<sup>12</sup>

Improved collaboration and integration of funding streams have been identified as effective strategies by many PCCs. David Jamieson has advocated that police, community safety and public health funding be merged where appropriate to increase efficiency and improve outcomes in the West Midlands.<sup>13</sup> In

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<sup>6</sup> West Midlands Police and Crime Commissioner (12 February 2018), *Practical Proposals to Tackle the Scourge of Drugs Announced by PCC*. Available from: <https://www.westmidlands-pcc.gov.uk/practical-proposals-to-tackle-the-scourge-of-drugs-announced-by-police-and-crime-commissioner/>

<sup>7</sup> Leicestershire County Council (18 December 2018), Agenda and Minutes, Item 13, Alcohol and Drugs (Report of the Police and Crime Commissioner – Alcohol and Drugs (Substance) Misuse). Available from: <http://politics.leics.gov.uk/ieListDocuments.aspx?CId=1029&MId=5278&Ver=4>

<sup>8</sup> Nottinghamshire Police and Crime Commissioner, *Alcohol Strategy and Action Plan*, Available from: <https://www.nottinghamshire.pcc.police.uk/Document-Library/News-and-Events/Alcohol-Conference/Alcohol-strategy-refresh.pdf>

<sup>9</sup> Durham Police and Crime Commissioner (6 July 2018), *Policy Position: Drugs*. Available from: <https://www.durham-pcc.gov.uk/Document-Library/Policing-Priorities/Drugs/drugspolicypositionssummary.pdf>

<sup>10</sup> See footnote 7

<sup>11</sup> See footnote 8

<sup>12</sup> See footnote 6

<sup>13</sup> See footnote 6

Nottinghamshire, Paddy Tipping has undertaken to support improved working partnerships, bridge gaps between agencies, develop information sharing protocols, and ensure attendance at local partnership, neighbourhood and area meetings.<sup>14</sup>

Heroin assisted treatment has been identified as an effective tool for PCCs to safeguard drug users and reduce the number of discarded needles in communities. Arfon Jones has promoted the introduction of Enhanced Harm Reduction Centres in North Wales.<sup>15</sup> In the West Midlands, David Jamieson has proposed that heroin be prescribed in a medical setting for addicts who have not responded to other forms of treatment with a view to foil organised criminals and reduce rates of acquisitive crime.<sup>16</sup> Cleveland PCC, Barry Coppinger, has indicated his support for the introduction of supervised injection facilities.<sup>17</sup>

Provision of naloxone to police forces has attracted widespread interest from PCCs. In 2018, Ron Hogg announced plans to introduce naloxone to police custody suites where officers will be given specialist training in providing the potentially life-saving injection.<sup>18</sup> David Jamieson has identified provision of naloxone to officers on the beat as a key part of his drugs strategy.<sup>19</sup> Hardyal Dhindsa, PCC for Derbyshire, has called for frontline officers to be equipped with emergency antidote kits to help tackle growing numbers of deaths from overdoses;<sup>20</sup> and in North Wales, Arfon Jones has joined the campaign to have all police officers equipped with a naloxone nasal spray.<sup>21</sup>

Strategies to influence the night-time economy have been widely considered by PCCs. On-site testing of illegal substances has been proposed in the West Midlands

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<sup>14</sup> See footnote 8

<sup>15</sup> Office of the Police and Crime Commissioner North Wales, *Police and Crime Plan 2017 -2021*. Available from: <https://www.northwales-pcc.gov.uk/Document-Library/Information/Publication-Scheme/What-are-priorities-are-and-how-we-are-doing/Police-and-Crime-Plan/Police-and-Crime-Plan-2017-2021.pdf>

<sup>16</sup> See footnote 6

<sup>17</sup> Police and Crime Commissioner for Cleveland (23 October 2018), *PCC Updates the Home Secretary on Plans for Heroin Assisted Treatment*. Available from: <https://www.cleveland.pcc.police.uk/News-and-Events/News-Archive/2018/PCC-updates-the-Home-Secretary-on-plans-for-Heroin-Assisted-Treatment.aspx>

<sup>18</sup> Office of the Durham Police, Crime and Victims' Commissioner (6 August 2018), *Plans to Use Naloxone in Custody Suites as Drug Deaths Rise Again*. Available from: <https://www.durham-pcc.gov.uk/News-and-Events/News-Archive/2018/Jul-Sep/Plans-to-use-naloxone-in-custody-suites-as-drug-deaths-rise-again.aspx>

<sup>19</sup> West Midlands Police and Crime Commissioner (23 July 2019), *Life Saving Nasal Spray Rolled Out to Police Officers*. Available from: <https://www.westmidlands-pcc.gov.uk/life-saving-nasal-spray-rolled-out-to-police-officers/>

<sup>20</sup> Dhindsa, Hardyal (4 September 2018), *Reducing Drug-related Deaths: Should Police Officers Carry Naxolone?* Available from: <https://policinginsight.com/opinion/reducing-drug-related-deaths-should-police-officers-carry-naxolone/>

<sup>21</sup> North Wales Police and Crime Commissioner (28 September 2018), *Cops Should Carry Lifesaving Spray for Drug Overdoses, Says Police Boss*. Available from: <https://www.northwales-pcc.gov.uk/en/News/Latest-News/2018/Cops-should-carry-lifesaving-spray-for-drug-overdoses-says-police-boss.aspx>

to reduce the number of deaths and improve the authorities' intelligence of drugs in circulation.<sup>22</sup> In Leicestershire, Lord Bach has established the Night Time Economy project to improve the safety of those too inebriated to take care of themselves and to remove drugs from the city centre by means of sniffer dog patrols.<sup>23</sup> Nottinghamshire PCC, Paddy Tipping, has undertaken to explore the barriers to effective implementation of cumulative impact policies and saturation zones for licensed premises, including the presumption in favour of awarding alcohol licenses.<sup>24</sup>

## **Conclusions and Recommendations**

The transition from annual grant funding to a commissioned services model has been well received, and the Group was pleased to learn that this has engendered a more resilient and efficient delivery of services. The Group was supportive of the PCC's application of grant funding to support community projects and initiatives that addressed substance misuse as part of a broader remit. Whilst the Group recognised the importance of maintaining a dynamic programme of funded services, it was considered that the allocation of longer-term contracts would improve the potential for organisations to develop and consolidate initiatives to maximise opportunities.

The operation of the grant funding scheme was praised by many of the organisations contacted by the Group, however, the complexities of the application process had posed challenges to some charities and voluntary organisations. Additionally, it was felt that a review of reporting options would enable community groups to more accurately represent the impact of specific projects; this could encompass submission of video presentations alongside statistical and text-based evidence. The Group has sought to address these observations in its recommendations.

The problems resulting from off-rolling were widely discussed and it was considered that young people affected by this practice were placed at greater risk of exposure to harmful influences including recruitment by County Lines gangs. Whilst it is acknowledged that a multi-agency response to the broader issues associated with this subject could be required, the Group has recommended that the PCC utilise his influence to bring together partners and consider strategies to mitigate the effects of off-rolling on vulnerable young people.

The Group was impressed by the results of the 'Test on Arrest' scheme and would encourage the PCC to commit to continued support of this initiative following termination of the Strategic Alliance with West Mercia Police. It was considered that measures to ensure the long-term sustainability and development of 'Test on Arrest' would contribute positively to a reduction in the harm caused by drugs and alcohol.

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<sup>22</sup> See footnote 6

<sup>23</sup> See footnote 7

<sup>24</sup> See footnote 8

The importance of partnership working was emphasised during evidence gathering sessions and the Group would encourage the PCC to develop an outline plan of collaborative working arrangements to consolidate effective partnerships moving into the post-Strategic Alliance era. It was highlighted that the Health and Wellbeing Board provided a valuable space for collaboration, however due to the broad-ranging nature of the Board's scope it was felt that this forum did not consistently provide a focused environment for ideas sharing. The Group has therefore recommended that the PCC strives to identify issues which would benefit from engagement with partners in the health sector and moves to establish effective channels of communication where appropriate.

The Group reacted positively to the OPCC's management of the new commissioned services model and expressed confidence in the outlook for this approach in the long-term. Following the scrutiny exercise, the Group can reassure the Police and Crime Panel that the PCC's funding of services relating to substance misuse is appropriately commissioned and monitored. The review did not uncover any fundamental flaws and it was felt that the PCC was doing a good job in his administration of funding for services aimed at reducing the harm caused by drugs and alcohol.

**With thanks to:**

Representatives of Warwickshire County Council; Health and Wellbeing Board; Warwickshire Community and Voluntary Action; Youth Justice Service; Compass; Change, Grow, Live; National Probation Service; and Philip Seccombe, Police and Crime Commissioner for Warwickshire and his Office.