



Philip Seccombe
Police and Crime
Commissioner
for Warwickshire

Item 4

Report to the Police and Crime Panel

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

30th November 2017

1) Purpose:

The purpose of this report is to provide members of the Panel with an update on the key activities that have taken place since the panel last met on 14th September 2017.

2) Formal challenge to Chief Constable:

Due to concerns around the rising levels of crime in Warwickshire, along with officer sickness levels and road safety I formally wrote to the Chief Constable to understand the reasons for this upturn and for his professional assessment of the current operational pressures faced by the organisation. A copy of my letter can be found at **Appendix A**.

The response received from the Chief Constable can be found at **Appendix B** (due 24th November 2017).

3) Force Performance:

The Quarter 2 2017/18 Warwickshire force performance report can be found at **Appendix C**. On receipt of the report I asked specific performance questions to the Chief Constable and Chief Superintendent Alex Franklin-Smith. My questions and the responses received can be found at **Appendix D**.

The Police and Crime Panel Planning and Performance working group scrutinised the report at their meeting held on 16th November 2017.

4) Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) PEEL Efficiency (including Leadership) Report 2017

A copy of this document has been circulated to all Panel members for consideration (**Appendix E**). The inspection asked the following three questions and graded the force accordingly:

Overview – How efficient is the force at keeping people safe and reducing crime? Grade: Good

- How well does the force understand demand? Grade: Good
- How well does the force use its resources? Grade: Good
- How well is the force planning for the future? Grade: Good

Inspectors praised the way the force understands hidden harms and allocates resources according to demand, as well as its partnership working and collaborative arrangements with other emergency services and public sector organisations. The force's handling of emergency calls was also praised, as were the investments which have been made to deliver a new control room, supported by new command and control, call-handling and intelligence systems, alongside technology to enable mobile working.

The report stated that the force's future plans were 'supported by a clear evidence base', with the change programme overall called 'an ambitious and innovative change, pushing the boundaries of conventional policing'. The inspectors further described the force's alliance with West Mercia Police as a 'best-practice benchmark for other forces implementing similar organisational change'.

Areas for improvement highlighted were a need for the force to have effective processes in place to help it understand how well its investigative model is working, as well as a leadership skills audit, to help it understand the capacity and capability of its staff.

The inspectors also voiced concerns about the number of calls to the 101 non-emergency number which were abandoned before they could be answered, though the report noted the force was managing the operational pressures presented by its current systems and processes until the new technology is brought on stream and performance has considerably improved in recent months.

I have paid very close attention to the issues with 101 as I know these are a concern to residents. I have made several visits to the force control room to meet call handlers and talk with senior management to understand the issues and the solutions that are being put in place. Since the inspection, there has been a decrease in the numbers of abandoned calls to 101, despite this being an interim period before the new control room and improved call-handling technology goes live. I am also pleased that the inspectors found that 999 calls are generally handled well, which reflects the emphasis placed by the force on protecting people from harm.

The significant investments I have made in state-of-the art technology to support frontline policing are now starting to come on stream and when the new control room at Stuart Ross House in Warwick opens next year I anticipate that further improvements to the service delivered to the public will be made. This will all serve to make Warwickshire Police even more efficient in the years to come and ensure that the public continues to get the right help at the right time.

I will be responding formally to the Secretary of State in due course and my response will be published on the OPCC website.

5) Publication of my Victims and Witnesses charter and visit to Warwickshire by Baroness Newlove, Victims' Commissioner.

This month has seen the launch of my new Victims and Witnesses Charter for Warwickshire **(Appendix F)**. Unveiled during a visit to the county by Baroness Helen Newlove, the Victims' Commissioner for England and Wales, the charter sets out the standards and services 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 sets nine key expectations that the public should have when dealing with the police and other agencies, such as being kept up to date on their case, being able to make a statement to explain the impact a crime has had on them and receiving appropriate and tailored support before, during and after any court case.

The charter also seeks to give victims and witnesses a voice and to ensure that the needs of the most vulnerable and intimidated will be recognised and understood, with enhanced support put in place.

Often people are unaware of their rights they have or the responsibilities that the agencies they are dealing with must uphold, so by setting these out in a clear and straightforward way, the charter will provide a means for the public to hold myself, the police and the other justice partners to account to make sure these standards are being delivered.

Putting this charter in place was a key pledge I made during the election and my office has been working closely since then with Warwickshire Police and the other agencies involved in delivering justice to make it a reality.

By working together we can provide a better service for victims and witnesses and I will be monitoring closely how agencies perform in relation to the charter pledges as I am determined that it should help us all to make another genuine step forward.

While in Warwickshire, Baroness Newlove toured the Justice Centre in Leamington, meeting key partners involved with supporting victims and witnesses and also spoke with a number of county victims of crime to understand their experiences of the criminal justice service. It was a great opportunity to showcase the good work that is already taking place here in the county and to talk to Baroness Newlove about other examples of best practice around the country which we can also learn from.

6) Vulnerability and Serious Organised Crime event

In mid-September I opened a major conference organised by Warwickshire Police and my office, which was designed to raise awareness of the factors which lead to vulnerability and the links which exist to serious and organised crime.

Held at Dunchurch Park Hotel near Rugby, more than 120 delegates from frontline policing, social services, housing, healthcare, education and local government were challenged to 'look beyond the obvious' when working in the community. The day gave practical information for those working at grassroots level on how to identify, refer and deal with concerns in relation to what vulnerability is and how that relates to serious and organised crime groups operating in and impacting on Warwickshire.

Delegates were asked to 'be curious, ask questions, look, listen, observe, reflect and then act on their professional judgement', in order to disrupt and deter serious and organised crime and ensure that the vulnerable people being exploited receive the right protection and support. All delegates were set the challenge to take the learning back to their organisation and share it as widely as possible.

Post event my office are currently developing two associated training packages, one will provide immediate awareness raising, and the latter will be a Warwickshire Interactive Learning Management (WILMa), 30 minute web based course, accessible to all organisations.

7) Operation Encompass

Operation Encompass, a new initiative which will enable schools, police and the local authority to enhance the support provided to children affected by domestic violence and abuse at home was launched in Warwickshire in October.

Initially being piloted in Nuneaton & Bedworth from December, Operation Encompass will eventually be rolled out to the rest of the county. It ensures that when police attend a domestic

abuse situation in which a child is present, that information can be passed the next morning to the safeguarding lead at the child's school, to ensure all welfare needs can be met and any required additional support provided.

Children can be especially traumatised by witnessing domestic abuse at home, so ensuring that schools have the right information at the right time to be able to offer support and understanding to pupils who find themselves in this situation is really important.

The scheme has been run successfully elsewhere in the country, so it's great to see it being trialled here in Warwickshire. It's another example of the partnership working that the Multi-Agency Safeguarding Hub is encouraging to help ensure that the most vulnerable in the county are kept safe.

I look forward to the eventual expansion of Operation Encompass across the rest of the county, as I'm sure it will provide many positive benefits for children, parents and participating schools alike.

8) Warwickshire Youth Academy

Warwickshire Police's Youth Academy in mid-October was an unqualified success, with 165 young people from across Warwickshire attending a weekend-long training facility at Newbold Revel, to learn how to stay safe and to discover more about the police and other emergency services.

Key speakers led workshops designed to educate and better prepare young people on issues such as sexting, drugs, bullying as well as several other topics and themes that teenagers struggle with and that can make them vulnerable to harm.

I was pleased to address the students on the first day of the event and join them in seeing for myself the special demonstration by all of the emergency services of how they deal with a road traffic collision.

9) Met with policing minister Nick Hurd MP

In September, jointly with the Chief Constable, I met Nick Hurd MP, government minister responsible for policing to press the case for fairer funding for Warwickshire Police. We outlined the current challenges operationally and financially on the force and made the case for a greater investment for policing, ahead of the Government's November budget.

We explained the current Medium Term Financial Plan and put across the operational and financial challenges we face, while also highlighting that Warwickshire Police and West Mercia Police have led the way on policing collaboration, delivering £36 million in savings already.

Since taking office my focus has been to support officers as they do their jobs by equipping them to be more efficient and effective, against a backdrop of increasing demand on their services. However, as a smaller rural force we have to face this challenge with proportionately fewer resources than other areas; we gave the example that the number of officers we have per thousand people is considerably below the national average, which of course has an impact on the service we can give to the public. Inevitably, this places pressure on officers and staff and means that we do not have a level playing field when compared with other forces.

Overall, it was a positive and constructive meeting, the Minister listened carefully to what we had to say and will be pressing the case with the Treasury for police funding to be reflective of the current and future challenges. In the meantime, I will continue to do all I can to ensure that our resources are used effectively, with the protection of frontline policing being an absolute priority.

10) Nuneaton hostage incident

I would like to praise Warwickshire police, the Emergency services and the Nuneaton community after the successful resolution of an incident on Sunday 22 October in which police received reports of a man with a firearm at a popular leisure park.

Specialist firearms officers and police negotiators, along with fire, ambulance and police air services, attended the location at the bowling alley in St David's Way, Bermuda Park. A man was arrested, and subsequently charged, after police entered the building. Members of public at the bowling alley and neighbouring properties were evacuated to safety and nobody was seriously injured during the incident.

Thankfully these types of events are rare here in Warwickshire but they are very serious. It's a credit to Warwickshire Police that they maintain all the necessary training and skills to be able to respond effectively and very quickly when such incidents occur. They made the decision to make a dynamic entry to the building to end the siege and everyone was brought out safely.

Credit must also go to the great support which the police received from their colleagues in West Mercia police and the fire and ambulance services throughout the incident, which provided a great example of how the emergency services work seamlessly together to ensure public safety.

10) Child Sexual Exploitation (CSE) training event

Child Sexual Exploitation is happening in Warwickshire but is often hidden from view, so it is vitally important that professionals who work with or have contact with young people understand how to spot the signs and know what they should do to raise their concerns.

To support the raising awareness of CSE I match-funded with Warwickshire County Council and Warwickshire Police a hard-hitting child sexual exploitation training event, which included a drama production exploring a number of themes raising awareness of child sexual exploitation.

In particular, there is sometimes a misconception that CSE only involves girls and young women but as the performance demonstrated very effectively, boys and young men are equally susceptible, so it's important to boost awareness and ensure all victims get the right level of help and support.

11) Blue Light Collaboration Joint Advisory Board

The first meeting of the Blue Light Collaboration Joint Advisory Board is due to take place on 12th December. The overall aim for the board is to explore opportunities to improve emergency service collaboration in the county, promote the economy, efficiency and effectiveness of Blue Light services and the enhancement of community safety (i.e. better outcomes for residents).

12) Role of Deputy Police and Crime Commissioner, Mr Rob Tromans.

Since his appointment Rob has undertaken a comprehensive induction programme and already represented the office at a number of meeting and engagement events.

I have allocated Rob a number of portfolios for him to lead on as my Deputy. Rob will be leading on fire collaboration locally and will be representing the office at the Blue Light Collaboration Joint Advisory Board referenced above.

Rob is representing the office at the Health and Wellbeing Board, the Joint Audit Committee and the Warwickshire Youth Justice Chief Officers Board. He will also be overseeing OPCC grant decisions for Warwickshire County Council funded projects

In addition Rob is supporting me with my engagement activity; he has already visited and engaged with staff / officers at both Justice Centres, Grays Mallory and Leek Wootton as part of his induction. He has also spent an evening with Rugby Street Pastors, visited Rosa (PCC funded project), attended Kenilworth Community Forum, visited Nuneaton Mosque, attended the launch of Operation Encompass and attended Bedworth Armistice day.

13) PCC role in the Strategic Transformation Programme (STP)

The Strategic Transformation Programme budget was approved jointly by my counterpart, John Champion and I, last financial year. The budget of £5million for the Alliance up to 2020 is overseen by the Transformation Director, Mr Joe Sullivan.

Business cases regarding the transformation programme are presented at Alliance Governance Group (AGG) to be formally agreed by the two Chief Constables, PCC John Champion and I.

There are three key themes within the STP, each led by a Chief Officer:

- 1) Technology Enabled Change (ACC Richard Moore)
- 2) Policing Change Model (ACC Martin Evans)
- 3) Services to Policing (Richard Elkin)

Strategically overseeing the STP is the Transformation Board, led by the Joe Sullivan, which my Chief Executive attends on my behalf. The Transformation Board has oversight of the above three themes and the delivery of the associated business cases.

The overall aim of the Board is to ensure that what is planned is delivered, within agreed timeframes and within budget. It is the role of the two OPCC Chief Executives to provide strategic assurance and scrutiny.

13) Summary of activity since 14th September 2017

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

- Continued to meet the Chief Constable in private on a weekly basis to hold him to account
- Attended Place Partnership Shareholder & Director Workshop
- Visited PCC funded projects Refuge and Rosa to understand their work

- Attended the Independent Joint Audit Committee meeting
- Met with the Warwickshire multi-agency CSE team
- Attended the APCC General Meeting and the Joint APCC / NPCC Summit
- Visited Stuart Ross House to monitor progress
- Chaired the fourth meeting of the Emergency Services Collaboration Working Group
- Chaired the Alliance Governance Group meeting (AGG)
- Met with Warwickshire Police Federation
- Attended Kenilworth Horse Show
- Visited Rugby police station to engage with staff and officers
- Visited the Crimestoppers Bureau
- Met with the IPCC Commissioner
- Presented at the Delivering Community Safety Through Effective Local Policing national conference
- Attended North Warwickshire Responsible Officers Group
- Received an update briefing on the performance of the OCC
- Attended the Military in the Midlands Business Breakfast
- Met with Matthew Western MP
- Presented at the North Warwickshire Citizens Academy graduation ceremony

14) Decisions of the PCC

No new decisions have been published since the last Police and Crime Panel meeting.

A copy of the non-exempt completed decision forms will be published on the OPCC website together with any relevant documents in due course.

Appendices:

Appendix A – Formal challenge letter to Chief Constable dated 8th November 2017

Appendix B – Formal Response from Chief Constable

Appendix C - Warwickshire Police Q2 performance report Q2 2017/18

Appendix D – RESTRICTED - Warwickshire police response to Q2 force performance report questions posed

Appendix E – Her Majesty’s Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) PEEL Efficiency (including Leadership) report 2017

Appendix F – Warwickshire Victims and Witnesses Charter