



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

ANNUAL REPORT 2016/17



**Putting victims and
survivors first**



**Ensuring efficient
and effective policing**



**Protecting people
from harm**



**Preventing and
reducing crime**

A SAFER, MORE SECURE WARWICKSHIRE

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1. Foreword

by Philip Seccombe TD – Police and Crime Commissioner for Warwickshire

Welcome to my annual report for 2016/17, which looks back over my first year in office and highlights the progress which has been achieved. There have been some significant developments locally and nationally which have had an impact through the course of the year and these are explained in more detail throughout this report.

On a personal note, I am honoured to have been entrusted by the electorate in Warwickshire to serve as your Police and Crime Commissioner. As someone who arrived in post with no previous background in policing, the past year has presented a steep learning curve but one that has also been very rewarding and enjoyable.

It is essential for any Commissioner to have confidence in the leadership of their force and I have been pleased to quickly establish an extremely positive working relationship with Chief Constable Martin Jelley. Our discussions are always constructive, honest and open and I am confident that Martin is absolutely the right person to lead Warwickshire Police through its major transformation programme over the next few years.

During the numerous briefings I had in my early months from officers and key partners, I was struck by the sheer breadth of the activity which goes into keeping our communities safe and protecting the most vulnerable in society. I have been given a very warm welcome and I have been left

impressed by the dedication and professionalism of everyone I have met during this period.

This was exemplified very early in my term of office when I attended the national Police Bravery Awards to watch as PC Sara Skinner, who is based at Leamington Spa, was presented with the Midlands regional bravery award. This was a result of an incident where she had ammonium hydroxide thrown in her face while apprehending burglary suspects. After brief treatment, she returned to duty to ensure the offenders were apprehended as quickly as possible. I was delighted to be able to offer congratulations in person and give my thanks for her outstanding dedication and determination. Her story offers a snapshot of the difficult and sometimes dangerous challenges that policing can present and we are very fortunate to have such high calibre people in our county to keep us safe.

I inherited from the previous Commissioner a strong platform on which to build and further strengthen. Warwickshire is generally a very safe and pleasant county in which to live and we are fortunate to benefit from a police service that is good at preventing and detecting crime, with a strong ethos of partnership working to keep communities safe, support victims of crime, protect the vulnerable and rehabilitate offenders.



My key responsibilities:

- Holding the Chief Constable to account for the operation and performance of the police.
- Setting the budget for the police and the precept (the charge to be paid by Council Tax payers).
- Listening to the public, victims of crime and local communities, including the business community, and reporting back to them.
- Appointing and where necessary dismissing the Chief Constable
- Working with local councils and other agencies, including Victim Support, Community Safety Partnerships, the Warwickshire Strategic Justice Board and Neighbourhood Watch to support reductions in crime.
- Fulfilling my statutory role ensuring the protection of the public and in particular the safeguarding of vulnerable children and adults.
- Ensuring that the principles of equality and diversity underpin all of this work.

My aim is to develop these strengths further through my Police and Crime Plan, which I launched after extensive public consultation in December 2016. I set out a number of ambitions which helped form the backbone of the plan. The plan identifies four key objectives:

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

Over the course of the year, my office has been working with Warwickshire Police and other partners to deliver against these objectives, which you can read about further in the coming pages. More detailed progress reports, outlining specific and measurable levels of achievement, are prepared every two months and are considered by the Police and Crime Panel.

The past year has seen considerable progress. I have confirmed major investments in new mobile technology which will allow police officers to have the information they need while on the move; as well as similar investments in a new, state-of-the-art Operations and Communications Centre, currently under construction in Warwick, and the roll-out of body worn video equipment for all frontline officers.

This has built upon my election pledge to ensure that our police are properly equipped, trained and motivated with the latest tools and technology to make policing more efficient and effective, producing highly visible policing in

our communities. In turn this helps to deter criminals and reduce the fear of crime.

I have said from the outset that a fundamental aspect of the role of any Commissioner is to engage with the public and listen to the issues that matter most to the local community. Whether it is through the ongoing work by my office to create a comprehensive Victims' and Witnesses' Charter, the efforts to tackle the growing numbers of unauthorised traveller encampments in the county, or the extensive consultation over the Police and Crime Plan, I have always sought to ensure that the public's voice is heard and acted upon. I will continue to ensure this is the case throughout my term of office.

Setting the budget for policing – and the amount of the contribution that is expected from local taxpayers – is another area where I sought to consult widely before making my final decision. I am pleased that I have been able to set a budget which provides an additional £1.1 million to Warwickshire Police without the need to raise Council Tax levels. Through use of some of the healthy levels of financial reserves I inherited, I have been able to invest in frontline policing without increasing the burden on taxpayers – but I continue to hold the Chief Constable to account to ensure that this money is being well spent.

Overall I believe there has been considerable progress made during this first year but I'm under no illusion that there is not still much to do. The years ahead will continue to provide challenges but you have my assurance that I will push forward just as hard, to ensure that we all can benefit from a safer, more secure Warwickshire.

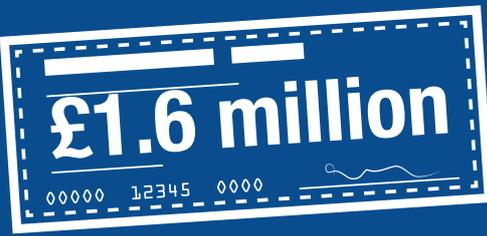


A copy of my Police and Crime Plan can be found on the Office of the Police and Crime Commissioner (OPCC) website [here](#):

While my Police and Crime Plan was under development, my office has continued to update the thematic delivery plan of my predecessor. However as of April 2017 a new office delivery plan has been published and can be found [here](#):

2. The Year in Numbers

Distributed £1.6 million in funds for community safety projects



Invested **£5 Million** in capital projects



1151 contacts to the office



27 Freedom of Information requests



User satisfaction with Warwickshire Police at **82%**



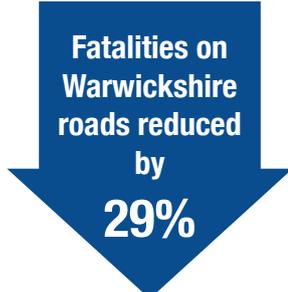
Warwickshire Police in numbers:



	Police Officers	Special Constables	Police Community Support Officers (PCSOs)
2016	831	176	103
2017	847	216	105

Figures correct as of April 1, 2017

0% increase in police element of the council tax



3421



responses to the Alliance staff wellbeing survey, equating to **55%** of the workforce

447 responses to the precept consultation



1103 responses to the Police and Crime Plan consultation



Over **1000** responses to the cyber survey



3. Putting Victims and Survivors First



Ensuring that achieving the right outcome for victims and survivors of crime is a central focus of my Police and Crime Plan. Having the right levels of service and support and treating victims and witnesses with respect is vital for public confidence in the criminal justice system and to achieving justice effectively. In Warwickshire, I believe we have a very progressive approach. I have agreed more than £1 million of continued funding for victim and survivor support services, while my office has a good overview of all activity in the county and is able to make connections to help join up delivery of services wherever possible.

Key achievements in 2016/17:

Victim Support:

Seeking assurance that the Victim Support contract is offering the best service possible for victims of crime in Warwickshire, I commissioned an independent review. The findings were very positive and confirmed Victim Support is working to its strengths. The review also enabled Victim Support to review its current services to learn from the experiences of its clients and partners.

Victim Support achievements:

- Total Referrals 2016/17 = 19,757
- Offers of Support = 11,687
- Needs Assessment & Immediate Support = 5,142
- In depth Support = 3,076

"The service was brilliant, [my caseworker] was fantastic, really helpful, made me feel so at ease."

Victim Support 'Cyber' Champions:

Over the past year my Cyber Crime Advisers have trained Victim Support staff to become 'Cyber Champions'. This helps them to give practical and emotional support to victims of cyber crime.

"I dealt with my first cyber crime case since the training this week and because of the training I felt really confident in talking to the client, exploring the issues with him and discussing strategies for the future."

Victim Support staff member



Alex Gloster (2nd left) training Victim Support staff and volunteers

Embedding Restorative Justice in the County:

Restorative Justice (RJ) has proved complex to get started in a meaningful and sustainable way but over the last year we have made real progress. Previously there has been no provision for adult RJ services in Warwickshire, so building on the work already taking place with young people by Warwickshire Youth Justice Service, a successful pilot has taken place.

Adult Restorative Justice achievements:

- **250** adults provided with information in relation to RJ
- **86** referrals to the RJ service
- **55** offenders participated
- **30** face to face RJ conferences taken place
- **100%** satisfaction with the service received
- **79** police officers trained to embed RJ practices

A case study evidencing the impact of RJ can be found [here](#):

In 2017/18 I will be part-funding a RJ development manager through the Victim Support contract, whose role will be to develop an Alliance-wide gateway into RJ services. Locally I am also funding an RJ area coordinator to deliver the service, to the total sum of £60,000.

Driving compliance with the Victims' Code of Practice and development of a Victim's and Witnesses' Charter:

A member of OPCC staff has continued to chair and lead the Victim and Witness Forum where key issues affecting victims are discussed. The forum also monitors compliance against the Ministry of Justice's Witness Charter and Victims' Code of Practice, with Warwickshire currently seeing 60% compliance - this was as a result of a peer-reviewed assessment process in December 2015.

The forum identified a need for a 'victim summit', which took place in December 2016, with over 60 delegates from across the criminal justice arena in attendance. The day reflected on a victim's journey through the criminal justice system, including a survivor's story. An exercise was completed to understand what works well and not so well, while an overview was given of the work the Alliance Victim Satisfaction Improvement Group is undertaking alongside the police perspective on understanding vulnerability. A key exercise was also completed in terms of measuring Code compliance.

The outcomes from the discussions and exercises have since helped formulate the draft Victims' Charter for Warwickshire – one of my key election manifesto pledges. The Charter ensures that those affected by crime can have the confidence that they will always be put first and receive appropriate support for their needs, right across the criminal justice system. The Charter is currently in draft form and the views of partner agencies are being sought with the aim of an official launch in summer 2017

4. Ensuring Efficient and Effective Policing



Having a police service where officers and staff are properly equipped, trained and motivated with the latest tools and technology will not only make policing more efficient but will also improve the service they can give to the public. While investment in technology in the past has not kept pace with developments, I have been determined to reverse this trend. Over the last twelve months I have made a number of significant decisions on investment, which in the long term will result in Warwickshire Police being transformed into a modernised force.

Key achievements in 2016/17:

Investment in Mobile Technology:

Officers and police staff must have the right technology and training in place to do their jobs efficiently and effectively, therefore I am pleased to report that this year an investment of £4.030m capital in mobile technology was agreed with both Chief Constables and John Campion, the Police and Crime Commissioner for West Mercia.

The investment will see frontline police across Warwickshire equipped with personal-issue smartphones and laptop computers, giving them access to force IT systems while on the move, allowing fast access to intelligence, the ability to record crime and enabling a quicker response to incidents. In turn, this enables them to deliver a better service to the public and be more visible in local communities.

A successful pilot in Rugby of this equipment demonstrated that, as a minimum, officers spent an additional hour out on patrol during an eight-hour shift because the new equipment avoided the need for them to return to the police station to access force systems.

Modernising the workspace:

Police IT technology has not kept pace with the developments most of us now take for granted in our personal lives. To rectify this I have agreed the rollout of three key new IT programmes for the Alliance – Athena, SAAB Safe and ICT Workspace Modernisation.

The Athena database was one of main focuses in 2016/17 and will go live later this year. It strengthens the force's use of intelligence and information across multiple business processes, including case management, custody and crime recording. This will help to reduce inefficiency and will give staff ready access to the right information at the right time.

The SAAB Safe system, meanwhile, provides a new command and control system with a strong customer relationship management function.

ICT Workspace Modernisation is a key enabler to future transformation and work is underway to upgrade force systems and introduce new technologies where they are needed now, including an upgraded telephony network.

All three programmes will have the potential to transform the way the force will work going forward allowing for a stronger focus on meeting the public's needs.

Introduction of Body Worn Video:

I have jointly approved with my West Mercia counterpart the business case across the policing alliance to equip police officers with body worn video, at an initial purchase cost of £1 million.

Body worn cameras will help officers to achieve better outcomes and capture important evidence to bring cases to court. Speaking to officers, I know this is something that they welcome, particularly as it has been evidenced to help reduce assaults on officers. Experience has shown that people often modify their behaviour when on camera, often becoming less aggressive as they know video evidence can be used in court.

The greater openness and transparency afforded by the cameras will be very beneficial. For example,

I believe it will help to reduce the numbers of malicious complaint allegations being made against the police, while at the same time allowing the thorough investigation of legitimate complaints to be carried out in a much more efficient and timely way.

A full roll out to all front-line operational officers – including those in Safer Neighbourhood Teams – will take place during the remainder of 2017. The investment in body worn video has come at the same time as a decision by the Chief Constable, following a strategic assessment of the risks and threats to our communities, to increase the number of Taser trained officers in the county. I fully support this move. Taser-equipped police, along with specialist firearms officers, have been amongst the first to receive the new body worn video equipment.



Trust Integrity and Ethics Committee members receiving a demonstration of the body worn video equipment from Chief Inspector Damian Pettit.

Ongoing support for Warwickshire and West Mercia Police Strategic Alliance:

Since being elected I have spent considerable time understanding the strategic alliance between Warwickshire and West Mercia Police, coupled with developing a professional working relationship with my counterpart in West Mercia, John Campion. In the challenging financial climate the alliance offers resilience and continues to be a success. The alliance has seen some key changes to its operational policing model over the last twelve months with Warwickshire now having a dedicated Chief Superintendent who I meet on a monthly basis to discuss local issues.

Developing a new Warwickshire Operational Communications Centre (OCC):

Over the last year work to refurbish and refit Neville House in Warwick to create a new Warwickshire OCC has begun and is progressing well. The officers and staff who will be based there will enjoy the very best of facilities and state-of-the-art technology. This will help ensure that when people contact Warwickshire Police, they are dealt with efficiently and effectively, with the most appropriate resources being deployed to meet their call for assistance. The move of the current OCC to Neville House will also enable the sale of the site at Leek Wootton to progress.



Realigning resources to meet demand:

As a result of a new investigative policing structure that was implemented in 2016, resources have been re-aligned across the Warwickshire policing model.

Priority teams have been established to proactively deal with current risks and emerging trends within their communities. One example of the successful work undertaken by the team is a warrant executed on a cannabis factory in South Warwickshire. More than 100 cannabis plants were recovered, and in addition a betting fraud scam was detected with approximately 1,000 pre-paid credit cards recovered.

Tackling cross-border criminality remains a key focus for the priority teams, who are strategically placed to proactively tackle such crime. A further example of their work resulted in a juvenile from Birmingham being arrested and found in possession of significant quantities of Class A drugs. He has subsequently been charged and been remanded into secure youth accommodation.

The Patrol Development Support Team (PDST) was established in September 2016 with the overarching goal to support local patrol teams in their management of detainees and associated investigations. Once in custody, the patrol officers hand their detainees over to a PDST Officer to proceed with the processing and investigation with an enhanced focus. This in turn allows for patrol officers to be freed up to continue their existing investigations and patrol responsibilities.

In addition to this, student officers are placed within the PDST on a rotation basis in order to develop their investigation, interview skills and court file preparation. This provides an intense and targeted period of learning and mentoring for the student officers which they can take away and apply to their day to day activity.

"It gave me the opportunity to sit and observe other officers' interviewing skills and also have feedback on my own interviews. Plus I came away with some invaluable advice on files." **Student Officer, Bedworth, January 2017**

Scrutinised Firearms Licensing processes:

From the correspondence received by my office I was made aware of delays around the issuing of firearms licences across the county and also nationally. To understand the issues further I visited the Firearms Licensing Unit, based in Malvern. In addition, I held a constructive meeting with a Senior Firearms Officer from the British Association for Shooting and Conservation (BASC) and the Assistant Chief Constable (Local Policing). It was agreed with the force that a review would be undertaken and a recovery plan be developed to reduce the backlog of outstanding applications and improve the time taken to process licences. I am pleased to report that over the year performance of the unit has improved, but I am still monitoring this on a monthly basis.

Recognising the importance of the Health and Wellbeing of the workforce:

As Commissioner, along with the Chief Constable, I recognise that it is the officers and staff of Warwickshire Police and the wider alliance who deliver our vision of protecting people from harm. We know that when officers and staff are well and satisfied with their work, it will have a positive benefit for the communities we serve.

I have been reassured that the force continues to undertake significant activity to improve the wellbeing of the workforce and a Talent Management Strategy has now been implemented. The second Health and Wellbeing survey findings show that in some areas this is having a positive impact. However, I am concerned about force sickness levels and will continue monitoring closely attendance rates.

Protecting frontline policing:

I pledged during my election campaign to protect frontline policing. Data for all forces showing the change in policing numbers over the six months to the end of September 2016 revealed that, in Warwickshire, the number of police officers increased by 2.1%, with an additional 17 officers recruited to the force. Similarly, there was a 12% increase in PCSOs and an almost 16% increase in the number of Special Constables, when compared with the end of March 2016. Overall, the total workforce is up by 5%, compared to the national average decrease of 1.3%.

I am delighted that these figures confirm the progress made during my first six months. There are funding challenges ahead which could impact on this progress in future, however I will continue work hard to prioritise frontline policing wherever possible.

Looking to 2020:

The overriding ambition of Warwickshire Police, and the alliance, over the next few years is to become great at protecting the most vulnerable and Chief Officers have been working hard to deliver on this. As detailed in this report significant investments have been made in my first year to transform Warwickshire Police into a modern agile, intelligence-led, preventative and proactive force. The alliance is embarking on a complex transformation programme which I will be scrutinising closely during my term of office to ensure it is progressed within the agreed timescales and costs. Find out more about [Looking to 2020](#)



5. Protecting People from Harm



Protecting people from harm is one of the fundamental principles underpinning my Police and Crime Plan and is a key aspiration the Chief Constable shares. Together, we want the communities of Warwickshire to be safe and feel safe. To achieve this, I am investing in services to protect the most vulnerable in society from crimes such as domestic abuse, child sexual exploitation and hate crime, while also putting in place measures to combat serious and organised crime and to address the mental health issues and drug and alcohol dependencies which underpin large volumes of offending and make people more vulnerable to crime.

'Our shared vision, and the reason we are here, is to protect people from harm, especially the most vulnerable members of our communities.' Looking to 2020

Key achievements in 2016/17:

Co-commissioned a new domestic abuse support service:

My office has worked closely with Warwickshire County Council over the last 12 months to co-commission new enhanced community-based domestic abuse support services for the county. The contract has been awarded to Refuge and marks another exciting step forward in providing a safer, more secure Warwickshire. Refuge is an organisation with a vast wealth of experience in working with victims and survivors and has achieved a good reputation nationally.

From 1st April 2017, Refuge began delivering a combined community-based support and accommodation service in Warwickshire, including:

- 24 units of accommodation in locations across Warwickshire and associated support for females aged 16 and over and their dependent children, including provision of a children's worker.
- A single point of contact and specialist helpline.
- Outreach support, specialist advocacy for high risk victims and specialist support for male, black and minority ethnic and lesbian, gay, bisexual and transgender victims.
- Support to Warwickshire's GP practices under the Identification and Referral to Improve Safety (IRIS) programme.
- Management of the Sanctuary Scheme.
- Coordination of Warwickshire's Multi-Agency Risk Assessment Conferences (MARAC) and support to the Warwickshire Multi-Agency Safeguarding Hub (MASH).

Continued to fund and support the multi-agency Child Sexual Exploitation (CSE) team:

The Warwickshire CSE Multi-Agency Team is co-located at Leamington Justice Centre in accordance with the recognised best practice model of tackling CSE. This approach of integrated working has vastly enhanced the flow of information and intelligence between the agencies. A faster turn around of responses to address the risks has led to more effective and timely identification of concerns, intervention at the earliest opportunity, improved allocation of support to victims and enhanced safeguarding activity. Identification of victims not disclosing to authorities continues to rise as a consequence (up by 33%) and a significant number of policing operations have been conducted across the county throughout the year as a consequence of an improved intelligence picture, resulting in considerably more perpetrators being convicted or disrupted from offending activities.

Following the jailing of two men after a recent trial, the Judge commended the response to CSE in Warwickshire, praising the determination of the police, Children's Services and the Youth Offending Team to support the victim and bring the offenders to justice. He commented: *"With this case, they send out a message to those who seek to use this county as a base for child sexual exploitation that there will be no hiding place, and that those who choose to carry out such activities are never safe."*



Barnardo's CSE Key Achievements 2016/17 (PCC Grant Award of £108,000):

- 30 medium or high risk of CSE young people are currently receiving a direct work intervention
- 13 young people of medium or high risk of CSE have completed direct work intervention
- 111 training events have been provided to professionals, including Local Family Court Judges, CID officers and police call-handlers
- Awareness raising sessions were delivered at Warwickshire Police Youth Conference (approx. 320 young people) and Nuneaton Academy PSHE day (111 young people)
- Over 1300 taxi drivers have received CSE awareness training

Expansion of the Multi-Agency Safeguarding Hub (MASH):

Following the successful implementation of the children's MASH in May 2016, the hub has since been expanded to include adult safeguarding. The MASH is evidently challenged by its own success; since its implementation third party reports have increased, in turn creating increased demand for the police and partner agencies and requiring additional resources. I have allocated additional funding for two members of police staff to be posted in to the MASH to assess from a risk and safeguarding perspective the additional reports being generated.

Monitored the level of hate crime reporting and victim satisfaction:

To date we have not experienced the kinds of upturns in reported incidents of racially-aggravated crime which have been seen elsewhere across the region and the country but I regularly monitor figures to ensure this remains the case.

In response to concerns raised by my office in relation to hate crime victim satisfaction the force established a temporary Hate Crime Unit (HCU) whose function was to improve the service provided to victims of hate crime within Warwickshire by monitoring and reviewing all hate crimes reported, ensuring hate crime policy is adhered to, supporting and reinforcing the investigation process and ensuring the victim is kept updated.

The unit has achieved positive outcomes and victim hate crime satisfaction has increased from 65% in September 2016 to 81.7% in March 2017. The aspiration of overall satisfaction remains at 90%. The unit is now seeking to replicate it's success, so in addition to providing enhanced support to hate crime victims, it is also focussing on wider victim management for vehicle crime, violent crime and domestic burglary victims.

I would urge anyone who feels as though they have been a victim of hate crime or has witnessed an incident taking place to come forward and report it so that action can be taken.



Members of the Countywide Hate Crime Group signing the pledge to end hate crime.

You can report a hate crime in confidence in any of the following ways:

In an emergency call **999**

For non-emergencies call **101**

Report online at **www.report-it.org.uk**

Call in at a **police station** or stop **police officers** in the street

Call the Victim Support national number - **0808 168 9111**.

You do not need to provide your name when reporting to Victim Support.

Dealing positively with mental health:

Mental Health conditions can make someone more vulnerable to criminal behaviour, either as a perpetrator or a victim, which places additional demand on the force. Often police officers will be the first point of contact with individuals suffering mental health concerns. It is therefore important that the officer responding has access to the right information to ensure appropriate decisions are made and individuals are safeguarded.

A six month pilot of a triage process commenced in the Operational Communications Centre in December 2016. A mental health professional works alongside police staff within the control room and is able to access health systems and share relevant information with the officers dealing with the individuals presenting concerns. The pilot is due to end in June 2017 when a full evaluation will be undertaken and a decision made on whether to extend the scheme.

During the course of the year data released by the National Police Chiefs' Council shows that, across England and Wales, the use of police cells as a place of safety under section 136 of the Mental Health Act had more than halved in 2015/16, while more people are being taken first to a health-based place of safety than ever before – up by 37.3%.

Across Warwickshire, there were 250 detentions by police using s.136 in 2015/16, with all but 11 being taken first time to a health-based place of safety. This represents a reduction of 45% on the number of people who were detained in police custody during 2014/15. No children or young people under 18 were taken to police custody when detained under s.136 in either year and ultimately our aim is to ensure that this is the outcome for all adults too.

Positive reduction in the number of child arrests:

Arrest should be a measure of last resort wherever possible where children are concerned, reserved for use in the most serious of offences and where no alternative option exists. I am pleased to therefore report that Warwickshire Police has worked hard with partner agencies to reduce the number of child arrests over the past five years.

The number of children arrested across the alliance policing area has reduced by 71 per cent during this period. Recognising the damaging consequences that the arrest of a child can have, the force has introduced a number of measures to ensure that children are only arrested where there are no alternative options available.

Whilst Warwickshire Police has seen an overall decrease in their figures over the last five years, there has been a small increase between 2014 and 2015. Nevertheless, the number of children arrested during 2015 in Warwickshire remains the second lowest in the country – as has been the case since 2011.

'Good' Partnership working by the Serious and Organised Crime Joint Action Group (SOCJAG):

The HMIC Legitimacy inspection report – released as part of HMIC's annual PEEL inspections programme rated Warwickshire Police as "Good" with specific reference to SOCJAG as demonstrating good partnership representation and a willingness to share information.

The multi-agency SOCJAG meetings, administered by my office, are attended by around 25 individuals representing approximately 18 organisations. The last meeting discussed eight Organised Crime Groups (OCGs) and their activities. It was agreed that three of the OCGs could be downgraded from further discussion because they now posed a decreased threat level as a result of the successful management by the group.

6. Preventing and Reducing Crime



We are fortunate to live in a safe part of the world, but I want to build on that and make people feel even safer. Crime and anti-social behaviour can have a significant impact on people's lives, so it is important that the police work with partners and the community to put in place measures which will reduce incident numbers and, ultimately, help people to protect themselves from crime, preventing it from happening wherever possible. I have made funding available for a wide range of initiatives which are designed to prevent and reduce crime, as well as providing leadership to tackle other issues of concern to local communities.

Key achievements in 2016/17:

Raising awareness of cyber crime

A priority for me is to ensure Warwickshire Police and partner agencies are ready to prevent and tackle cyber crime head on. We know that cyber crime 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. Increasing awareness of these will remain a high priority during my term of office.

For these reasons I was keen to continue to fund and support the role of the two cyber crime adviser posts in the county, so they can empower the communities of Warwickshire to be safe and secure in a digital age. The advisers are having a positive impact on raising awareness across the county.

For more information on how to protect yourself from cyber crime, visit www.cybersafewarwickshire.co.uk

Cyber crime adviser's activity in numbers:

- 203 blogs published, generating more than 7000 engagements
- 10 newsletters produced
- 65 presentations have been delivered
- 2,743 people directly spoken to
- 30+ public events attended
- More than 80 people successfully completing online cyber training in the first two months

Feedback from member of the public:

"Really good talk... ..have passed on as much info as I could to my community."

Trading Standards ‘Tackling Cyber Crime’ (PCC Grant Award of £84,428):

Warwickshire Trading Standards have been working with the OPCC, members of Cyber Crime Task and Finish Group and the National Trading Standards E-Crime Centre to improve the intelligence picture for cyber crime and identify solutions. They have been doing this by continuing to up-skill trading standards officers and partners in cyber crime; providing an intelligence picture to develop solutions with partners and enabling Trading Standards to identify current and potential scams and their origins; targeting their awareness raising where there is the most need and where it will have the greatest impact and targeting their enforcement/compliance activity effectively.

Ensured rural crime is taken seriously:

We have a large number of people in Warwickshire living in smaller towns and villages, where farming and the countryside are focal points for the community and represent major parts of the local economy. Rural crime was a topic that was mentioned frequently during my election campaign, therefore it is vital that the police give this a high priority. Over the last year I have been continuing to ensure this is the case.

I fund three Rural Crime Co-ordinators, who work closely within rural communities and Safer Neighbourhood Teams to provide practical crime prevention advice to the public and work with victims of crime on boosting their security measures. The Co-ordinators have also organised a number of successful ‘Barn Events’ across the county, to bring together rural communities in a forum with local police officers, council officials and a wide range of partners, including the National Farmers Union (NFU). My first public engagement on taking office was in fact to attend one of these events at Over Whitace and I was impressed by the large attendance and the wide range of issues raised. This has been replicated at other meetings around the county.

Key to these events is taking on board the comments of the rural community and using that feedback to make improvements. At several of the meetings it was raised that not all police officers responding to incidents in rural areas have the same knowledge of rural issues or the farming community. Police officers come from all walks of life – both from urban and rural areas – so it is understandable that they will not all share the same experience, but I have been keen to address this feedback positively.

As a result, two training days have been held – one at Pailton, near Rugby, and another at Moreton Morrell College – with officers and PCSOs from across the county attending for a day of practical learning about rural crime. This included identifying forensic opportunities in rural locations, information about the theft of livestock and agricultural vehicles and how best to work with farmers when dealing with incidents.



PC Paula Haden and PCSO Kamila Shilton putting up the signs in Willoughby.

Raised awareness of wildlife crime:

Wildlife crime is an issue that has been raised with me as I've travelled around the county in the last twelve months and it is something that traditionally has been under-reported, possibly because of a perception that nothing can be done. To help ensure this misconception is corrected, I have launched the Warwickshire Wildlife Watchers scheme.

It brings together a wide range of organisations including Nuneaton and Warwickshire Wildlife Sanctuary, Warwickshire Wildlife Trust, Warwickshire Police, the Angling Trust, Environment Agency, Warwickshire County Council Country Parks, Warwickshire Fire and Rescue Service and the Tame Valley Wetlands Scheme.

Through the provision of an online wildlife crime reporting facility, a Facebook page and by highlighting what wildlife crime is and what the public can do to help combat it, the scheme aims to boost the number of reports to police and other agencies, helping them to take action against offenders and providing a deterrent to criminals.

Due to the complexity of the legislation in relation to wildlife crime I am also supporting the training of wildlife officers within Warwickshire Police to ensure there is specialist advice and support to investigate and bring offenders to justice. There are now six trained wildlife crime police officers who have dealt with or advised on a range of incidents relating to fox hunting, hare coursing, badger baiting, sett destruction, lamping and poaching and the killing of wildlife. There have been successful prosecutions in relation to theft, destruction of bat roosts and a number of trafficking convictions relating to wildlife crime.



Philip with Carol Cotterill, Chair of Warwickshire Rural Watch, and PC Lucy Whatmore from Bedworth Police Station, holding one of the owls from the Nuneaton and Warwickshire Wildlife Sanctuary.

For more information about initiatives tackling rural and wildlife crime visit

www.warwickshire.police.uk/RuralCrime

or join Warwickshire Rural Watch to receive free advice and alerts on crime in your area at

www.warwickshireruralwatch.co.uk.

Coordinated an improved response to unauthorised traveller encampments:

In January 2017, I organised a meeting in Nuneaton to discuss the situation in the county of unauthorised traveller encampments - an issue that I know from my mailbox is one that continues to frustrate local residents and businesses.

The meeting at Nuneaton Town Hall involved all of the agencies with powers to deal with unauthorised traveller encampments on public land, including the police, county, district and borough councils. Also in attendance were county MPs Marcus Jones and Craig Tracey, along with representatives of other county Members of Parliament, parish councils, Coventry City Council and the Office of the West Midlands Police and Crime Commissioner.

The group examined in detail the current legislative powers available to the agencies, as well as discussing recent case studies. Examples of alternative legal approaches, such as the use of injunctions against individuals, were also considered, drawing on experiences from elsewhere in the country.

To move matters further forward, my office set up a working group for key stakeholders to develop a new county-wide protocol which seeks to improve the multi-agency response. The protocol has been circulated to partner agencies who will need to agree it with their executive boards, with the aspiration that it will be formally adopted by councils later this summer.

Agreed continued funding for drug and alcohol services:

Through my grant scheme I have supported Community Safety Partnerships and agencies to tackle alcohol and drug misuse to the total value of £283,411. There have been ongoing discussions with my office to explore opportunities to co-commission the new drug and alcohol service provision over the next 12 months with a new service commencing 1st April 2018. This approach would ensure that the criminal justice interventions for Substance Misuse would be embedded into the whole service offered and form part of the new service model rather than a 'bolt on' initiative, which is the current situation with the annual grant process.

Achievements of COMPASS (PCC grant award of £48,000):

COMPASS provides targeted and specialist interventions for young people who are affected by their own or another's substance misuse. During the year:

- 392 new clients accessed support
- 83% of young people left treatment in an agreed and planned way
- 5513 practitioners attended substance misuse training

Achievements of Substance Misuse Reduction Warwickshire Youth Justice Service (WYJS) (PCC grant award of £36,000):

I fund a full time practitioner in the youth justice service to screen for substance misuse issues. All young people in receipt of a court outcome with an intervention or a youth conditional caution are offered further support to tackle drug and alcohol misuse. During the year 112 young people completed WYJS substance misuse interventions.

Monitored the performance of the Integrated Offender Management (IOM) scheme:

Performance of the IOM scheme is monitored through a steering group. A new IOM manager was appointed this year and the post has been mainstreamed into the policing budget. This has helped to secure the scheme long term. The county reducing reoffending strategy has now been agreed and progress will be monitored by the steering group. This strategy will be key to demonstrating how all the criminal justice agencies are contributing to reducing reoffending and where perhaps we need to focus more resources in the future.

7. Fulfilling my Statutory Responsibilities

In addition to the progress made against the Police and Crime Plan objectives, I am required to set out in the annual report how I have discharged my specific statutory duties and functions.

This section therefore provides a summary of how I have worked towards meeting these responsibilities during the last year in the following key areas:

- Safeguarding and Vulnerability
- Engagement and Partnership Working
- Regional Collaboration
- Financial Position and Future Financial Prospects
- Governance, Assurance, Accountability and Transparency
- How is Warwickshire Police Performing?



Philip meeting with Frances Crook of the Howard League for Penal Reform.

8. Safeguarding and Vulnerability

As Police and Crime Commissioner it is my responsibility to hold the Chief Constable to account for the exercise of his duties in relation to the safeguarding of children, vulnerable adults 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.

It is evident from closely monitoring force performance that there has been continued increased reporting of both current and non-recent high harm offences and this has placed additional demand on the force.

How I have fulfilled these duties:

- 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 my Police and Crime Plan 2016-2021 which covers children's issues by way of 'age' characteristics.
- Challenged Warwickshire Police and partner agencies in relation to their response to missing children and sought assurance that 'Return Home Interviews' are being conducted and information shared in a timely manner.
- Given credence to HMIC inspection findings in relation to vulnerability and safeguarding and challenged the Chief Constable to deliver on the areas identified which require improvement.
- Held the Chief Constable to account on the force response to domestic abuse arrest rates and outcomes.
- Part-funded a youth conference to develop the understanding amongst young people of healthy relationships and raise awareness of grooming – 136 young people attended.
- Visited the Multi-Agency Safeguarding Hub (MASH) to gain greater understanding of the key role it plays in the county in safeguarding children and adults.
- In response to the demand created by the new Warwickshire Multi Agency Support Hub (MASH) two additional force Development Officers are co-located to compliment an existing team which review, assess and provide recommendations to safeguard some of the most vulnerable cases that are referred to the hub.
- Supported the launch of the force Vulnerability Strategy and arranged for it to be presented to the Police and Crime Panel.
- Recruited a policy and research officer to lead on the vulnerability agenda for my office.
- Supported the Chief Constable to roll out vulnerability training to all front line officers in Warwickshire.

9. Engagement and Partnership Working

Engagement:

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. While I have no powers to directly influence operational policing, I do hold the Chief Constable to account over the delivery of my Police and Crime Plan, to ensure that the community's views are taken into consideration in how the county is policed.

I therefore need to engage widely, listening to people from all sections of society to hear about the issues that affect them. This also provides a welcome opportunity to hear ideas for good practice and improvement. My office receives a large volume of correspondence on a daily basis, which we always acknowledge and respond to. When issues are raised which are not my responsibility or which we cannot deal with, we will signpost to the other agencies which are better placed to take them forward.

Consultation and engagement forms a fundamental part of how I will ensure that my Police and Crime Plan continues to meet the needs and expectations of the public over the next three years. My office has produced a comprehensive strategy on how this will be achieved, which details:-

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

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

- The public's and stakeholders' needs and expectations of the police and local partners;
- How effectively Warwickshire Police and partners currently meet those needs;
- What needs to change in order to meet these needs in the future.
- The above will give me an informed position to hold the Chief Constable and local partners to account to ensure that the services they deliver to the public continue to improve.

The Consultation and Engagement Strategy, which can be found [here](#) was presented to the Police and Crime Panel in February. It will be updated as required to ensure that communication opportunities are maximised.

Key achievements in 2016/17:

Consulted extensively on the Police and Crime Plan and the Police Precept:

Two major consultations were conducted during the course of the year to seek the public's views on policing and community safety. Over an eight week period during summer 2016 I consulted on the key issues that the Police and Crime Plan should address and then again once a draft version had been completed. The consultation saw a wide range of feedback received from across the county with 774 responses from the public and a further 329 from officers and staff from Warwickshire Police. The feedback was used to inform the priorities contained within the finalised plan.

A second consultation was carried out in January on the Police Precept for 2017/18. A total of 447 responses were received from Warwickshire residents. Of these – 208 (51.36%) – were in favour of the proposed 0% increase or precept freeze. 197 (48.64%) disagreed with the proposal and indicated that I should look at options to increase the precept up to a maximum of 1.99%. A report of the findings was presented to the Police and Crime Panel in February, at which my proposal to freeze the precept was confirmed.

Conducted numerous police and partner agency visits:

As someone with no previous background in policing, I have devoted a considerable amount of time in my first year to getting out and meeting staff at all levels in Warwickshire Police and some of the key partners they work with. As well as regular visits to police stations and our two Warwickshire Justice Centres, I have also joined officers on patrol in, among other places, Leamington, Alcester, Nuneaton and on our motorways; seen the specialist training our firearms officers undertake; met with the staff in our Operational Communications Centre at Leek Wootton; visited the Hi-Tech Crime Unit and seen the partnership activity which underpins the Warwickshire

Multi-Agency Safeguarding Hub. In addition, it has been my privilege to attend and address force awards and commendation ceremonies throughout the year, alongside attestation ceremonies for new officers and Police Cadets.

Met with the Warwickshire Youth Parliament:

Early in my term I was delighted to meet the members of Warwickshire Youth Parliament who were particularly keen to talk about hate crime. I was pleased to learn that they have identified tackling racial and religious discrimination as one of their priorities they want to address and I will be following their work with interest.



In addition, I was pleased to part fund and welcome students to the youth debating competition which was held at Shire Hall, Warwick. Five schools competed at the event each with 3 speakers debating a range of topics in relation to hate crime.

Presented at a Citizen's Academy meeting:

Over the year I have welcomed the opportunity to present my role to the Citizen's Academies and attend their graduation ceremonies. The academies are a great success and participants who have attended have developed their experience and understanding of the police and the many roles within the force.

Visited grant scheme funded projects:

There is great value in personally visiting the projects I fund through my grant scheme. It gives me the chance to see for myself how they are working and speak directly to practitioners about the crime and community safety issues affecting Warwickshire. To date I have visited the Domestic Abuse Counselling Service (DACS), Rape or Sexual Abuse Support (RoSA), Safeline, Wembrook Community Centre, Hill Street Youth Club, Rugby Street Pastors, a Loudmouth drama showcase event and several Neighbourhood Watch schemes. I plan to reach as many funded projects as possible over the course of my term.



Presenting grant funding to the Domestic Abuse Counselling Service in Bedworth.

Launched my email newsletter:

In July 2016 I launched a new monthly email newsletter, designed to provide a regular update on the work being carried out by my office and as a forum for my observations on the latest developments in policing, crime and community safety. This built upon the email newsletter produced by the previous

Commissioner, with an updated, fresher design. The feedback has been extremely positive and subscriber numbers have almost doubled. Each newsletter is also made available to non-subscribers via my website, shared links on social media and through Warwickshire Police's Community Messaging System.

Engaged with the third and voluntary sector:

The third and voluntary sector form an essential part of the fabric of our local communities and are ideally positioned to deliver key services in collaboration with statutory agencies to improve community safety. In November I was pleased to be a guest speaker at the Third and Public Sector Partnership's 'Building a Stronger Warwickshire Together' conference at Dunchurch, where I also launched my Commissioner's Grant Scheme for 2017/18.

Engaged with elected members:

I have sought to engage with elected councillors at all levels within Warwickshire during the past year. I have been invited to numerous parish council meetings and the Warwickshire and West Midlands Association of Local Councils to speak and give an explanation of my role and the Police and Crime Plan. On a more local level, I have attended numerous Community Forums across the county to meet local members and understand the issues that local people are raising. Elected members at county, district and parish level were also key consultees for the Police and Crime Plan and I am grateful for the feedback they provided.

You can keep in touch with the latest developments in the delivery of the Police and Crime Plan at:

- www.warwickshire-pcc.gov.uk
- On Facebook at: <https://www.facebook.com/WarwickshirePCC>
- On Twitter: @WarwickshirePCC
- On our You Tube channel: <https://www.youtube.com/channel/UCr0MpBIEcYPBi3EPdCKGRCw>

Partnership working:

I work closely with a range of different organisations in order to deliver my Police and Crime Plan. Below are some of the key bodies I have worked with during the past year:

Alliance with West Mercia Police:

One of the closest partnerships enjoyed by Warwickshire Police is the alliance with West Mercia Police. On my election, I made it clear that I fully supported the continuance of the alliance. This was fully supported by the West Mercia Commissioner, John Campion.



I meet monthly with John, our respective Chief Executives and the Chief Officers from both forces at the Alliance Governance Group, where we discuss issues and make decisions related to how the alliance of the two police forces works. In the last twelve months we have made a number of significant decisions, which have included:

- Agreeing the business case for Operational Engagement Technology, confirming the decision to invest in the SAAB Safe system and approving capital and revenue costs.
- Confirmed funding for the extension of a Restorative Justice (RJ) pilot scheme to the end

of March 2017. Subsequently, John and I have jointly provided funding to award a new contract to develop RJ further across the force areas from April 1, 2017.

- Agreed a new Contact Management Strategy which ensures the public are at the very centre of how the alliance interacts with the communities it serves.
- Agreed the adoption of a revised Corporate Governance Framework.
- Agreed the business case for new technology to enable mobile working, confirming capital funding of £3.3 million and revenue funding of £1 million across the alliance.

Place Partnership:

This is the commercial company which manages the property portfolios of six public sector organisations, including Warwickshire Police and West Mercia Police. It's a truly ground breaking initiative which is attracting a lot of positive interest from across the public sector. The first company of its kind, Place Partnership is a private enterprise which is wholly owned by its public sector shareholders.

The public sector has a large swathe of property in its control and there is great room to make efficiency savings through sharing of facilities and ensuring that the buildings can be fully utilised. By working in partnership, there are also other tangible benefits; it truly does deliver joint working as, in Place Partnership's case, the police will sometimes be literally working side-by-side with colleagues

from local government and fire and rescue.

I continue to monitor the effectiveness of these arrangements. Over the past year I have worked closely with officers from Place Partnership on the projects at Neville House and the subsequent work which ultimately will lead to the sale of the Leek Wootton site.

Association of Police and Crime Commissioners (APCC):

I am a member of this national body which 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 APCC helps PCCs be more efficient and effective.

I was honoured to be chosen by my colleagues to chair the APCC's Emergency Services Collaboration Working Group. The group will help to share knowledge and experience, identify and challenge barriers to change and look for further collaborative opportunities across the blue light services. With several PCCs across the country advancing business cases to take on fire and rescue governance in their local areas, this will be a continuing area of national focus.

Warwickshire Community Safety Partnerships (CSPs) and Local Authorities:

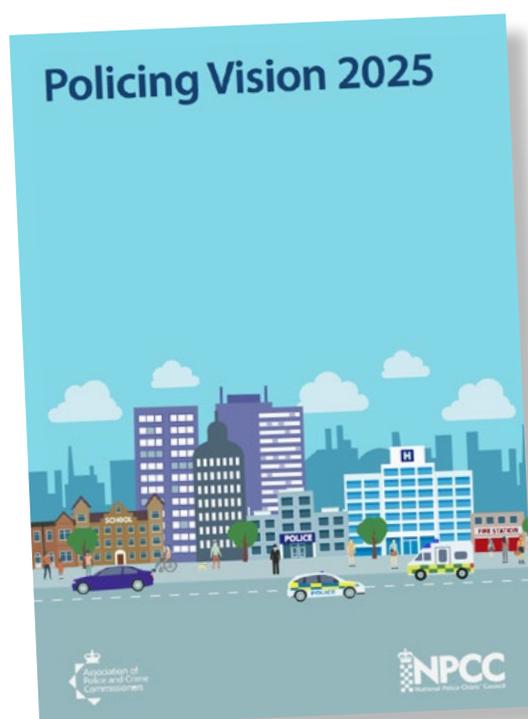
We are very fortunate in Warwickshire to have strong and efficient CSPs and excellent links with the County, District and Borough councils. My office or I have attended the majority of CSP and Safer Warwickshire Partnership Board meetings over the last year and continue to provide funding through my grant scheme. The partnerships play a vital role in making our communities safe. A range of issues have been discussed at these key

meetings including:

- Domestic Homicide Reviews (DHRs) and their associated action plans;
- CSP Strategic assessments for 2017-18 and their associated priorities;
- Recognition of the work by the local Special Constabulary;
- Hate Crime;
- Preventing Reoffending.

Local Criminal Justice Board (LCJB)

I have a statutory responsibility to ensure that the county benefits from an efficient and effective criminal justice system. One my key mechanisms for achieving this is the LCBJ, which 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. I work closely with the partner agencies in setting the LCBJ priorities and achieving the associated delivery plan.



10. Regional Collaboration

Regional working has been significantly developed over the last 12 months with the appointment of two regional policy officers, shared between the four Police and Crime Commissioners in the West Midlands region. They cover the Regional Organised Crime Unit (ROCU), National Police Air Service (NPAS), regional roads policing and oversight of the Counter Terrorism Unit (CTU) alongside oversight of key national programs which impact on our region.

Key achievements in 2016/17:

Working collaboratively with regional colleagues to ensure that the Strategic Policing Requirement (SPR) is met.

The Strategic Policing Requirement sets out the national threats that the police must address and the capability that police forces across the country must maintain to allow them to do so. In discharging the responsibilities against the SPR, 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 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.

Scrutiny and accountability has been strengthened through the development of a specific quarterly meeting for the oversight and accountability of serious and organised crime and counter terrorism within Warwickshire.

Regional Governance Group

The Regional Governance Group meetings have been re-developed and coordinated by the regional policy officers. The meeting brings together the four Police and Crime Commissioners and Chief Constables, to provide oversight, and make strategic decisions on the regional collaboration

programme. This covers the Regional Organised Crime Unit (ROCU), the Counter Terrorism Unit, the National Police Air Service (NPAS) and the Central Motorway Policing Group (CMPG) / roads policing.

Regional Organised Crime Unit (ROCU)

The Regional Organised Crime Unit has developed considerably over the past 12 months, with increasing regional capabilities and its investigative arm strengthened through financial contributions from the four PCCs. Ultimately this provides additional protection to the public of Warwickshire as it enables them to access specialist skills from the ROCU for the benefit of the local area. This is a particular benefit to a smaller force such as Warwickshire which can capitalise on the specialisms undertaken more regularly in the neighbouring West Midlands force area.

My regional colleagues and I have undertaken the development of performance measures to understand the positive impacts of the ROCU on Warwickshire and to ensure value for money. New performance measures include a geographic impact report which demonstrates value for money for the local, force area.

During the year the governance of the ROCU has been strengthened and streamlined, with ultimately a greater level of accountability and oversight.

Counter Terrorism and Domestic Extremism

One of my main areas of focus over the last year has been to engage with colleagues at regional level to further develop strategic dialogue on all matters related to Counter Terrorism and Domestic Extremism. As part of this work I have directly engaged with force colleagues from the West Midlands Counter Terrorism Unit at the Regional Governance Group, ensuring that the needs and risks of Warwickshire are reviewed and actioned in the current landscape of counter terrorism and domestic extremism policing.

Engagement with national and regional counter terrorism stakeholders is also taking place, which includes the police and the National Counter Terrorism Police HQ to ensure Warwickshire continues to engage contemporaries at all levels and develop joint solutions to the threats which exist.

National Police Air Service

The National Police Air Service continues to be a priority. Over the last 12 months I have been

focussed on ensuring that the service delivers value for money, whilst being readily available to support our police officers in carrying out their duties. I, along with the regional policy officer, have engaged with strategic officers from NPAS in order to further this agenda, and will continue to do so.

Specialist Capabilities

The Specialist Capabilities programme was commissioned by Chief Constables and PCCs in 2015, with the Programme's Vision Statement agreed in June 2016:

“In order 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, nationally and beyond”

The regional policy officers are fully engaged in the development of this programme, liaising with all four PCCs and Chief Constables around the national programme to ensure that the programme is developed to the benefit of the wider West Midlands region.



Phillip examining some of the firearms used by specialist officers.

11. Financial Position and Future Financial Prospects

The 2016/17 total net revenue budget for Warwickshire was agreed in February 2016 at £96.2m, funded through a combination of central government grants, council tax and a small amount from the budget reserve to manage reductions. At the end of the year, this budget was underspent by £1.3m. This means that the actual amount required from our reserves was less than originally budgeted.

The main variations in 2016/17 are shown below:

Area of under/(over) spending	£m
Policing	1.542
Office of the PCC	0.146
Grants to other organisations	(0.424)
Total net underspend in 2016/17	1.264

Warwickshire's reserve balances, which stand at £26m at the end of the year, are healthy and are an important part of the strategy to deliver my objectives. The phased use of reserves will help to continue to minimise the effect of future budget reductions, over the life of the current Medium Term Financial Plan.

This plan was agreed with the Police and Crime Panel in February, outlining significant use of reserves, reducing balances to £8.5m by 2020/21. The use of reserves and reserve balances are reviewed rigorously each year to ensure that they remain adequate against the risks we face.

To ensure the force remains both effective and efficient, it is undergoing significant transformation, much of which is reliant on capital investment. During 2016/17 £21m of capital expenditure has been incurred across the Alliance. The year saw the start of the construction of the two new Operations

and Communications Centres (OCC) across the Alliance - at Neville House in Warwickshire and at Hindlip Hall in Worcestershire, at a cost of £9.7m.

Significant investment in our IT systems has also occurred, to streamline and update systems to ensure they are capable of meeting the needs for 21st century policing. This includes a new system to deliver improved incident management, enhanced telephony ensuring more effective contact with the public, better radio communications and more effective and efficient resource deployment.

A further £4.3m has also been spent on direct policing systems including:

- automatic number plate recognition systems;
- body worn video;
- a new case management system, to improve intelligence, investigation, case preparation and custody management;
- mobile technology.

The roll-out of some of these projects will continue into 2017/18 and beyond, supported by continuing high levels of capital investment.

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 facing a savings target of £11.6m between the period 2017/18 to 2020/21. The recent HMIC assessment rated Warwickshire as providing good value for money with prudent financial plans, which allowed for future investment to deliver organisational change. I am confident that the work the force is doing to transform the policing service across the alliance with West Mercia, will help to create a safer, more secure Warwickshire.

PCC Grant Scheme 2017-18

I received 71 applications for funding to address the priorities of the Warwickshire Police and Crime Plan 2016-2021. The applications requested came to just over £2 million. My office evaluated all applications applying the following criteria:

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

Due to the high level of bids received I was not in a position to award all of the grants requested. It was a competitive process and I prioritised my awards in line with my Police and Crime Plan priorities. I have, however, still been able to support a wide mix of initiatives to the value £1.6 million, with projects large and small reaching every corner of the county.

Details on the successful grant awards can be found [here](#).



12. Governance, Assurance, Accountability and Transparency

As Police and Crime Commissioner my role is to listen to the views of the people and hold the Chief Constable to account. Since being elected I have reviewed the mechanisms of holding the force to account and have agreed the following arrangements:

- That the weekly Police and Crime Commissioner (PCC) and Chief Constable (CC) meetings continue and are minuted with open and closed sessions.
- That these minutes are agreed and signed off by both the PCC and CC on a weekly basis and the open session minutes published on the OPCC website.
- That on a monthly basis specific force performance and finance briefings are delivered by the lead Chief Officers. In addition on a quarterly basis the Enabling Services function of the force provides a briefing.
- That the Alliance Governance Group open session minutes and decisions are published on the OPCC website.

In addition I have been seeking to achieve assurance from:

- Personally undertaking force visits
 - OPCC representation at Quarterly Alliance Performance Management Group meetings
 - Attendance at Public Meetings
 - Via the additional scrutiny provided by the Trust, Integrity and Ethics Committee, the Joint Audit Committee and the Independent Custody Visitors. (ICVs)
 - Maintaining the Freedom of Information (FOI) Publication Scheme
- I am confident that via the means detailed above assurance, accountability and transparency for the public is being achieved.

Examples of what I have held the Chief Constable to account on:

Concern:	Outcome:
Deteriorating Hate Crime Victim Satisfaction	Implementation of a Hate Crime Unit resulting in improved victim satisfaction.
Limitations around Missing Persons Return Home Interviews (RHIs)	Multi-agency meetings held and now RHIs are conducted in all cases and information shared with partner agencies within 24 hours.
Firearms Licencing backlog	Review of unit undertaken by the force and recovery plan implemented which has seen the backlog reduce and processing time shorten.
Impact of HS2 in Warwickshire	Briefing received and will continue to closely monitor the development of the project.
Staff and Police Officer sickness levels	Health and Wellbeing action plan implemented and monitored via OPCC attendance at the Health and Wellbeing Board.
Accurate recording of crime data	Regular updates received detailing crime recording compliance levels.
Domestic abuse arrest rates and action taken against perpetrators	Force improvement plan implemented and being closely scrutinised.

Reappointed the Trust Integrity and Ethics Committee members:



Trust Integrity and Ethics Committee members, (Left to right) Jane Spilsbury, Cllr Chris Cade, Colonel Tony Ward, Clive Parsons, Lady Susanna McFarlane.

Jointly with my counterpart, John Campion, we have agreed to reappoint the volunteers to the Trust, Integrity and Ethics (TIE) Committee for a further two years, with an unchanged membership.

It is hugely important that the public has trust in the police and that they can be confident that police powers are used appropriately and fairly. The TIE Committee plays a vital role in helping me hold the Chief Constable to account to ensure this, so I am

pleased to be able to benefit from their independent advice over the next two years.

The committee meets four times a year and this year they have focussed on ‘dip sampling’ of complaint cases to ensure they are properly recorded and dealt with; studied the force policies in relation to body worn video and received a demonstration of the use of force by officers.

Administered the Independent Custody Visitors’ Scheme (ICVs):

As Commissioner I have the responsibility for administering the Independent Custody Visitors scheme in Warwickshire. ICVs have the power to turn up to police custody blocks unannounced to talk to detainees and make sure that everything is operating as it should. That includes checking on the detainees’ welfare – for example, whether they are getting enough to eat or drink, or any required medical help or medication. It also includes checking that police officers are following all the correct legal processes and protocols. Any issues found by the ICVs are raised with the custody staff,

while a wider report also comes back to me to ensure that overall standards are being maintained. I’m pleased to report that in Warwickshire there were 82 visits to custody carried out in 2016, with no serious issues identified.

Recognising how vital it is that we retain a good pool of volunteers to provide the public with assurance that the current high standards are maintained, I have recently run a recruitment campaign which has resulted in seven new volunteers joining the scheme.

Police and Crime Panel:

It is important that I am held to account and the main body which does this is the Police and Crime Panel. In Warwickshire the Panel consists of five Warwickshire County Councillors and one Councillor from each of the five District/Borough areas of Warwickshire. There are also two co-opted independent members. Over the last twelve months the Panel has met five times at different venues across the county.

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 play an important role in shaping the Panel's work programme.

As well as scrutinising my work the Panel agreed my 0% precept decision and provided constructive feedback on my draft Police and Crime Plan which I incorporated into the published version.

I would like to give my personal thanks to Mr Robin Verso, who has been the chair since my election and has made the decision to retire after five years on the panel. In addition I would like to thank Cllr Philip Morris-Jones and Cllr Mike Gittus who have similarly decided to retire from the panel. All three have contributed significantly to the work of the Panel and I wish them well for the future. I look forward to working with the new panel membership.

Awarded the Quality Mark from CoPaCC:

For the second year running my office has been awarded a Quality Mark from CoPaCC for meeting our statutory requirements on openness and transparency.



Advertised for new members for the Joint Audit Committee:

I am required to establish an Independent Joint Audit Committee. There is a combined committee for both Warwickshire and West Mercia which considers internal and external audit reports of both Police and Crime Commissioners and the Chief Constables. The committee meets quarterly and is made up of independently recruited members of the community, all with financial and audit backgrounds and experience. The Committee papers can be found [here](#)



5 Police and Crime Panel meetings attended



Trust, Integrity and Ethics committee have met 4 times (5 members)

13. How is Warwickshire Police Performing?

Positive findings in Her Majesty's Inspectorate of Constabulary (HMIC) Inspection:

I am pleased to report that Warwickshire Police has been rated by HMIC as 'good' in its overall PEEL inspection programme assessment, an improvement on last year. Clear progress has been made, with the inspectors now grading the force as 'good' in all three areas of assessment: Effectiveness, Efficiency and Legitimacy.

The PEEL programme draws together evidence from HMIC's annual all-force inspections. HMIC introduced these assessments so that the public will be able to judge the performance of the force and policing as a whole.

The overall good grading reflects the hard work and commitment to serve local communities and protect the vulnerable in society that is demonstrated by officers and police staff on a daily basis. There can be no complacency, however, and there are still areas which HMIC

has identified where further improvements can be made.

Warwickshire Police has a good track record of delivering against these recommendations and I will continue to hold the Chief Constable to account to ensure that they are acted upon in the same constructive way. In addition, the investments I have made in new technology and mobile working will further help to ensure that Warwickshire Police continues to move forward, delivering a better service for our local communities and victims of crime.

Scrutinised Force Performance:

Warwickshire Police produces a quarterly summary which covers performance in the previous three months. The end of year report can be downloaded [here](#). Throughout the year I have scrutinised force performance and held the Chief Constable to account. Examples of concerns I have raised with the Chief Constable are detailed on page 32.



Sought an explanation for the increase in recorded crime:

As highlighted in the end of year performance report, Warwickshire Police saw an increase in recorded crime of 19% in 2016/17 compared to the previous year. This increase is not unique to Warwickshire and is a trend seen across most forces.

Local and national analysis attributes the increase in part to improved crime recording processes and also due to victims having greater confidence to report crime, in particular in relation to previously hidden high harm offences such as rape, serious sexual offences and domestic abuse. In response to this I have provided financial investment in the Warwickshire CSE team, the Sexual Assault Referral Centre (SARC) and in a range of services to ensure victims are supported.

In addition there are now more opportunities

to report incidents to the police and third party referrals through improved partnership working arrangements (e.g. MASH) have also had a significant impact.

The Crime Survey for England & Wales (CSEW) provides an independent measure of the public's true experience of crime, through face to face interviews. The latest data shows there is no significant change in the levels of crime compared to previous years, supporting the belief that the increase in police recorded crime reflects factors other than a notable rise in actual levels of offending.

Despite all the factors above it remains vital that the force understands the level of actual crime taking place across the county, particularly in relation to vulnerable groups. I will continue to seek assurances around crime volumes to ensure the force is in a position to address any areas of concern in a prompt and timely manner.





Effectiveness



How effective is the force at keeping people safe and reducing crime?

Warwickshire Police has been assessed as good in respect of how effective it is at keeping people safe and reducing crime. This is an improvement on last year's assessment, when we judged the force to require improvement. In particular, the force has made good progress in how it identifies and responds to vulnerability, and there have also been improvements in how the force tackles serious and organised crime.



Efficiency



How efficient is the force at keeping people safe and reducing crime?

Warwickshire Police is good in how efficient it is at keeping people safe and reducing crime. The force has a comprehensive understanding of its current and likely future demand and makes use of a range of demand tools; there are also plans to introduce predictive analytics. The force uses its resources to manage demand well and is changing the composition of the workforce to meet the challenges of the future. The force is working towards establishing a new operating model which is part of its Vision 2020 plan for the future. The force's change programme is robust and subject to external oversight and the force is making good use of commercial partners to bring specialist skills and expertise to deliver Vision 2020.



Legitimacy



How legitimate is the force at keeping people safe and reducing crime?

Warwickshire Police is good in respect of the legitimacy with which it keeps people safe and reduces crime.

Treating people with fairness and respect is widely understood across the organisation. The force has improved the way it uses stop and search. It regularly clarifies and reinforces acceptable standards of behaviour. It works well with the public and the workforce in managing the outcomes of misconduct and corruption cases. The workforce recognises the force's clear commitment to health and wellbeing.

The overall judgment of good is an improvement from HMIC's inspection of 2015, which found the force to require improvement.

14. Looking forward to 2017/18

Much has been achieved over the past 12 months but, as I have said elsewhere, there is no complacency that there is much still to do. The coming year will see a number of new areas of focus for my office, as well as a number of milestone events for Warwickshire Police.

This year marks the 160th anniversary of the founding of a full-county police force across Warwickshire – something we will look to involve the community in celebrating in the autumn. It's doubtful that the first Chief Constable, James Isaac, could possibly have envisaged the tremendous changes which would encompass policing over the next 160 years. Revolutions in the nature of transportation, telecommunications, society as a whole and crime itself have been enormous, with the need for continuous change being the only constant.

The pressure to deliver policing as efficiently and effectively as possible still remains, alongside the need to continue to adapt to meet the evolving needs of communities, while seeking to ensure that this is achieved within the available financial resources. That is as true in 2017 as it was in 1857 and will continue to be so in the years ahead.

The level of future funding for policing is subject to the current central government review of the police funding formula. Details on the outcome of the review will not be known for some time, so there is uncertainty on how it may impact on future budgets. I will continue to press the case for Warwickshire during the review period, with a particular emphasis that the new formula should acknowledge the unique challenges that policing rural areas brings, to ensure a fairer distribution of funds.

With a General Election in June 2017, there may be other changes to the financial landscape in which police forces and other key partners operate, which could bring new challenges which will need to be quickly identified and addressed. Equally, as events nationally have shown over the past year, this comes against a backdrop of an increased terrorist threat, which will continue to require urgent attention and further investment in intelligence capabilities and public protection methods.

In the meantime, Warwickshire Police has existing saving targets of £6.1 million which still need to be met in the coming year. This is not inconsiderable and may result in some difficult choices having to be made. However, you can have my assurance that I will continue to prioritise frontline policing and I will hold the Chief Constable to account to ensure that we achieve good value for money for local tax payers.

Key to achieving some of the changes that will be needed to deliver a modernised, fit-for-purpose policing service will be the force's transformation programme, 'Looking to 2020'. The coming year will see a new Transformation Director appointed by the alliance to drive forward the changes in technology, operational policing and provision of enhanced services to the public needed to deal with the evolving nature of crime and to meet changing public expectations.

Over the next 12 months, the major investments I have made during 2016/17 will begin to deliver results. The new Operations and Communications Centre at Neville House will open during 2018, while Athena, SAAB Safe and the enhanced telephony systems will also all go live. Together with the mobile working programme which is

already being rolled out, these enhanced systems will free up officer and staff working time, which can then be redeployed into providing enhanced protection for vulnerable people.

My office will similarly be placing a new added emphasis on vulnerability in the year ahead, with safety on the county's roads also a focus for additional activity. Clearly police enforcement activity is part of the solution - tackling those whose driving is reckless or dangerous is hugely important - but so too is education. My office will work with the police, Warwickshire County Council and the Safer Roads Partnership to look at what additional measures may help to boost road safety and reduce casualty numbers on our roads.

I will also be looking to develop a new approach to how I fund services. I will move from a purely grants-based system and look to develop commissioned services for several key areas of work, which I will either commission directly or work with partner agencies to co-commission. This will maximise available funding and ensure good quality, accessible services for Warwickshire residents. I will, however, continue to provide

grants for smaller scale community projects which help to deliver the ambitions of my Police and Crime Plan.

Changes brought about by the Police and Crime Act 2017 will also need to be considered, including the role that I as Commissioner may play in future with regards to the police complaints process. The Act also places a new duty to collaborate on police, fire and ambulance services. 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.

In the coming year I will continue to explore options for closer collaboration with our key partners across the public sector and will ensure that there is a full consultation with the public and all key stakeholders before any decisions are taken.

Overall, while there may be a period of change ahead, I will continue to work hard to meet the ambitions of my Police and Crime Plan and deliver a safer, more secure Warwickshire.



Looking to the future: Joining Chief Superintendent Alex Franklin-Smith to inspect the Warwickshire Police Cadets at their passing out parade in September.



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:

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