



Philip Seccombe  
Police and Crime  
Commissioner  
for Warwickshire

# ANNUAL REPORT 2017/18



A SAFER, MORE SECURE WARWICKSHIRE

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# 1. Foreword

by Philip Secombe TD – Police and Crime Commissioner for Warwickshire

Welcome to my second Annual Report, which looks back on the considerable progress made during 2017/18 to deliver the ambitions of my Police and Crime Plan. Developments locally and nationally have brought their challenges during the course of the year - as well as offering new opportunities - and these are explained in more detail throughout this report.

The year marked the 160th anniversary of the establishment of a county-wide police force here in Warwickshire and it was my privilege to take part in a special celebration in November, which looked back on the achievements throughout that long history, bringing together many familiar faces who have been key to shaping the policing landscape locally over the past few decades and more. As Police and Crime Commissioner I am very proud to play my part in shaping the current chapter of that illustrious history and, combined as it was with the Chief Constable's Awards, the evening provided a timely reminder of the dedication, professionalism and bravery of all those who keep the public safe on a daily basis. The event also saw launch of my new Award



*Handing the Award for Excellence in Policing and Community Safety to PC Martin Rone-Clarke.*

for Excellence in Policing and Community Safety at the celebration evening. I introduced it this year to recognise teams or individuals from within policing or the wider community who make a real difference to Warwickshire. It was aimed at rewarding those who regularly go above and beyond what is expected in their day-to-day role over a sustained period of time, often in challenging circumstances. The inaugural winner was PC Martin



Rone-Clarke, Warwickshire Police's Gypsy and Traveller Liaison Officer. Martin has worked closely with my office on the introduction of a new county-wide protocol on unauthorised traveller encampments, which is helping co-ordinate partner activity and reduce the issues caused by such encampments. It's notable that Martin's ability to break down barriers has been so successful that other forces are also now looking to adopt the same role.

That sense of the professionalism and dedication to the role that our police officers and staff have was of course brought further into focus nationally during the course of 2017, with the terrorist attacks in Westminster, Manchester, London Bridge and Finsbury Park. On each occasion, there were examples of heroic and brave actions which saw frontline police react to protect others without hesitation, despite the peril this would put themselves in. It was something that attracted wide acclaim and public thanks. Here in Warwickshire, additional armed patrols at strategic locations during the tourist season were welcomed warmly by the public, who appreciated the additional reassurance they brought, despite it perhaps not being what they were used to seeing. This gives the clearest indication to me of the high esteem in which the police are held – despite some of the media commentary which can sometimes give a very different impression.

This was once again emphasised in October 2017, when officers were called to deal with a very grave incident in which a man held two people hostage at a bowling alley



*With Chief Constable Martin Jelley on National Police Memorial Day*

in Nuneaton. A major police operation ensued, which was resolved after several hours when trained firearms officers entered the building and made a safe arrest, with no injuries suffered by any party. A man was subsequently jailed and the judge at the hearing praised not only the way in which the police resolved the incident on the day but also for the many subsequent hours of diligent work to bring the case successfully to court. We can be justly proud of the efforts of everyone involved.

Of course, frontline policing can only be effective if it is has a motivated workforce which is properly trained and has access to the right equipment and support. When I took office I pledged to ensure that Warwickshire Police was working as effectively and efficiently as possible, maximising the return it gets for every pound of taxpayers' money. Transforming the force into an organisation ready to meet the challenges of today and changing demands of tomorrow is no simple task, but I believe that this report will demonstrate the considerable progress that is being made. Equally, I have been keen to support the victims of crime by working closely with local agencies. I have been able to award considerable funding to increase the provision of services available to victims, while also making sure that organisations across the Criminal Justice System are meeting their obligations. The launch of my Victims' and Witnesses' Charter provides a new standard to which I and the public are able to hold agencies to account and is another milestone in the delivery of my Police and Crime Plan.



**Putting victims and survivors first**



**Ensuring efficient and effective policing**



**Protecting people from harm**



**Preventing and reducing crime**

A copy of my Police and Crime Plan can be viewed at: -

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

A separate Delivery Plan details the precise activity being undertaken to achieve the plan's objectives, as well as stating who is delivering each element, how progress is monitored and what success looks like.

This can be viewed at: -

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

Both documents are available in hard copy upon request

## 2. The Year in Numbers

**£2.33 Million**   
 distributed in grants through the PCC Grants Scheme to 68 organisations

**29** Freedom of Information requests

**21**   
**engagements**  
 with local elected members

**£649,000**   
 distributed through Ministry of Justice funding for victim support services

### Warwickshire Police in numbers:



Police Officers      Special Constables      Police Community Support Officers (PCSOs)

2017	847	216	105
2018	894	188	82

*Figures correct as of April 1, 2018*

**+6.25%**  
 in the police precept element of the council tax

**878**   
 pieces of public correspondence dealt with by the OPCC

 **5** Police and Crime Panel meetings

  
**1501**  
 responses to the consultation on the precept

  
**68**  
 organisations funded through the PCC Grants Scheme 2017/18

  
**58**  
 public meetings and events in Warwickshire

# Warwickshire Police

## Finance

£97,268m Warwickshire Police Annual Revenue Budget.

£26.5m Alliance Capital Spending.

£11.74m Required Savings over Four Year Medium Term Plan.

## Establishment

Warwickshire Police	2017	2018
Police Officers	847	894
Specials	216	188
PCSOs	108	82

## Performance

2017 / 18	Q1	Q2	Q3	Q4	Total /Average
Recorded Crime	10,765	11,086	10,448	9295	41,594
% Victim Satisfaction	85.3	85.0	84.3	82.3	84.25 %
% Public Confidence	80.4	80.4	79.6	79.8	80.05 %



# 3. Police and Crime Commissioner

**The role of the Police and Crime Commissioner is sometimes little known or misunderstood, particularly in communities that could be considered as particularly vulnerable. I hope this summary of my role and responsibilities will provide greater insight and clarity. It also adds some additional context to this annual report.**

## Responsibilities

As the Police and Crime Commissioner (PCC) for Warwickshire I am an elected representative with responsibility to oversee how crime and community safety is tackled in the county. In doing so, I work with Warwickshire Police and other partners to give the public a strong voice at the highest level in holding the force to account. I do this by: -

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

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



## National Responsibility

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

## Warwickshire Police and Crime Panel

The Panel has a dual role to both scrutinise and support myself as the PCC and has key statutory tasks: -

- Review the Police and Crime Plan to ensure local priorities have been considered.
- Consider the PCC's annual report, setting out my activities in the previous year.
- Scrutinising the decisions and actions of the PCC.
- Consider the draft policing budget and policing precept.
- Hold hearings when the PCC proposes to appoint a new Chief Constable, a Deputy PCC and other senior staff.
- Handle complaints against the PCC or the Deputy PCC.

The Panel performs an important function in the democratic process and assists me in performing my role. I'd like to take this opportunity to express my appreciation and thanks for their public serving work during the past year.



*Philip addresses the panel over the budget in February 2018*

## Office of the Police and Crime Commissioner (OPCC)

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

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

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

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

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

Around 2.7% of the total police budget is allocated to the Office of the Police and Crime Commissioner. The majority of this allocation relates to the funding for victims' support services and the Commissioner's Grants Scheme, which supports projects in the community to deliver against the priorities of my Police and Crime Plan. When inflation is taken into account, the costs of running my office remain lower than those of the Police Authority that it replaced and amount to 0.93% of the total annual police budget.

## Deputy PCC

In August 2017 I appointed Rob Tromans as the Deputy Police and Crime Commissioner, working three days per week, following his successful confirmation hearing with the Warwickshire Police and Crime Panel.

In April 2018 Rob resigned from his role. During his tenure he represented the office at a number of meetings and engagement events with partners and the public and provided oversight of OPCC grant decisions for Warwickshire County Council funded projects.

I'd like to thank Rob for his contribution to the office and his work to support me in the delivery of my Police and Crime Plan for Warwickshire.

## Commissioner's Grant Scheme

A hugely significant element of my role is the Commissioner's Grant Scheme. This scheme is an annual award that seeks to financially support initiatives by communities, third sector and statutory authorities to make a positive contribution to the objectives of my Police and Crime Plan and my vision of delivering 'A safer, more secure Warwickshire'.



*Launching the Grants Scheme at the Building a Stronger Warwickshire Together Conference with, from left, Councillor John Horner, from Warwickshire County Council; Paul Tolley from Warwickshire Community and Voluntary Action; and Phil Evans, Head of Community Services for Warwickshire County Council.*

Last year I awarded a total of £2.33 million in funding in the form of grants and commissioning for projects which sought to address one or more of the Plan's key objectives. A total of sixty eight schemes, both large and small, county wide and local benefited from this funding. All applications were fully evaluated and scored against strict criteria to determine their eligibility, suitability and value for money.

The scheme is to be continued for the financial year ahead and so in late 2017 I again opened up my Commissioner's Grant Scheme and invited organisations to bid for funding from one of the following grant funds:-

- Addressing Sexual Abuse and / or Child Sexual Exploitation.
- Delivering positive diversionary activities to identified young people.
- Delivering a county-wide domestic abuse perpetrator intervention.
- PCC small grant awards.

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

- Cyber Crime Advisors - 2 posts.
- Rural Crime Coordinators - 2 posts.
- Business Crime Coordinator - 1 post.
- Trading Standards Officers - 2 posts.
- PREVENT Counter Terrorism - 1 post.
- Community Safety Partnership Analysts - 1.5 posts.
- Domestic Abuse Administrator - National Probation Service - 1 post.
- Empowering Communities Inclusion and Neighbourhood Management System (ECINS) Coordinator - 1 part funded post.

## Ministry of Justice (MoJ)

The MoJ also provided an annual grant of £649,000 to my office for the provision of victim support services. I distributed this funding in the following three areas to provide such services and in support of the objectives of my Police and Crime Plan: -

- Victim Support - £461,000
- Barnardo's, Child Sexual Exploitation - £128,000
- Restorative Justice Services - £60,000



Warwickshire Police and Crime Commissioner hands over the funding to Crimestoppers representatives, from left, Warwickshire committee Vice Chair Rob Musgrove; Regional Manager Pauline Hadley and Senior Trust Manager Amanda Corcoran.

# 4. Putting Victims & Survivors First



**Achieving a proper outcome for victims and survivors of crime is a vital component of my Police and Crime Plan. This means treating them with respect and ensuring that an effective service and support are available. I have therefore committed to providing more than £1 million of funding for victim and survivor support services.**

Key achievements in 2017/18:

## Victims and Witnesses Charter

Putting in place a charter for victims and witnesses 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. So in November 2017 I was immensely proud to launch the charter when it was unveiled during a visit to the county by the Victims' Commissioner for England and Wales, Baroness Helen Newlove.

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



*Launching the Victims and Witnesses Charter with Baroness Helen Newlove.*

I am determined that it should help us all to make another genuine step forward in improving victim satisfaction and I will be monitoring closely how agencies perform in relation to the charter pledges: -



## Victims and Witnesses Charter

Putting you at the heart of criminal justice

“

As your Police and Crime Commissioner, I am committed to putting victims at the heart of the criminal justice system. I also want to ensure that all victims and witnesses are treated with dignity and respect. Victims and witnesses of crime already have a number of entitlements under the Code of Practice for Victims of Crime 2015 and the Witness Charter 2013.

Here in Warwickshire, it is my expectation that all organisations which have obligations to provide these entitlements to victims and witnesses will do so. I will challenge and hold to account organisations if they fail in these duties.

”



Philip Seccombe

In particular I will strive to ensure that:

- 1 A victim or witness can expect to be given useful, informative and timely **communication** about the progression of the crime investigation from Warwickshire Police. This will be tailored to the circumstances of each victim.
- 2 Victims of crime are offered appropriate support to help them **cope and recover** from any effects of the crime.
- 3 All victims of crime are given the opportunity to make a **victim personal statement** or **business impact statement** to allow them to explain the impact the crime has had on them to the court.
- 4 The needs of the **most vulnerable and intimidated** victims and witnesses will be recognised and understood. Warwickshire Police will enhance the support they provide accordingly.
- 5 Victims and witnesses will be offered appropriate **care and support** to be prepared to maximise the quality of their evidence in the Magistrates' and Crown Courts.
- 6 **Support for any victim or witness does not end at court.** It is my expectation that appropriate support is available for as long as is necessary to help the victim cope during the recovery process.
- 7 Victims of crime are offered **restorative justice** opportunities if that is their wish, through professionally-managed engagement with the offender.
- 8 When victims seek **financial compensation** from the Criminal Injuries Compensation Authority, effective support is provided by agencies as necessary and appropriate.
- 9 **Victims and witnesses have a voice.** I will ensure that processes are in place in order to improve satisfaction, enable complaints to be made more effectively and learn lessons and make continuous improvements.



Philip Seccombe  
Police and Crime  
Commissioner  
for Warwickshire

## Criminal Justice

A key part of my role as Commissioner is to listen to the public's views and experiences of the criminal justice system, particularly when there are concerns that things may have gone wrong or that procedures are not adequate. In one example of this I met with Colin Hehir, whose son Morgan was murdered in Nuneaton in 2015 by an offender who had recently been released into the community having served a full prison term. We discussed his concerns that a loophole in the processes for monitoring offenders on release from prison could have contributed to his son's death.

In response to these concerns, I convened a round table discussion with all of the relevant criminal justice agencies to discuss the issues Morgan's case had highlighted and seek reassurances for Mr Hehir that public protection processes and procedures would be amended to reduce the possibility of similar circumstances arising again as far as possible.



*Pictured at the training event are, from left: Lara Macnab (Warwickshire Legal Services), Tom Rogers (Warwickshire MAPPA Coordinator), Michael Goucher (Warwickshire Legal Services) and Warwickshire Police and Crime Commissioner Philip Seccombe*

Legal powers that were not fully available at that time of Morgan's death now give agencies greater possibilities to proactively manage offenders following prison release and I was pleased to attend training for frontline practitioners in January on how the powers can arm them with measures to proactively supervise individuals in the community beyond the end of their sentences, as well as giving greater powers of sanction if breached.

Renewed guidance for best practice at the sentence expiry date is also being produced to help staff across the criminal justice agencies manage risk as defensibly as possible. Together, the measures are designed to boost the ability of agencies to keep the public safe from violent, sexual or other dangerous offenders.

My office is continuing discussions with partners to look at potential areas where legislation could be strengthened to assist agencies as they protect the public. Should practical suggestions be identified, I will take these forward for discussions at a national level.

## Victim and Witness Forum

The forum reports to the Warwickshire Local Criminal Justice Board (LCJB) and it ensures that victim and witness entitlements are very much at the heart of criminal justice processes in Warwickshire. The forum is chaired by an officer from the OPCC who has responsibility for victim and witnesses on behalf of the Commissioner. Members of the forum are from all the agencies who make up the criminal justice process. Central to the work of the forum is ensuring victims and witnesses receive the entitlements that are contained within the Code of Practice for Victims of Crime 2015 and the Witness Charter 2013.

One of the key successes of this last year has been the promotion and growth in pre-trial visits to Warwickshire Courts. The scheme allows those who have to attend court to familiarise themselves with the layout of the court and the procedures that take place in the court environment during a trial. Attending a pre-trial visit helps to remove the apprehension many feel before participating in a trial. It also ensures that any support that is required is in place for the trial.

## Commissioning Needs Assessment

As the PCC I hold the statutory function for commissioning services to support victims of crime in Warwickshire. In doing so I aim to get best value for money and the most positive outcomes for victims and survivors of crime. I have therefore instructed an external body to provide a comprehensive and independent assessment of the needs of victims, to better understand the victim support, child sexual exploitation and sexual abuse and violence services in Warwickshire and the types of help and support required for those individuals and their families affected in order to recover. The results of this work will allow more informed decisions to be made as to the future direction of commissioned services in Warwickshire and in doing so improve and strengthen the support and services available.

## Victim Support

As an independent charity, Victim Support works towards a world where people affected by crime or traumatic events get the support they need and the respect they deserve. Victim Support help people feel safer and find the strength to move beyond crime. Their support is free, confidential and tailored to the victim's needs.

Given the vital importance of their contribution to my key objective of putting victims and survivors first, last year I provided £461,000 in funding to support their services for Warwickshire, enabling over 6,000 people affected by crime to be offered immediate support and nearly 800 people further in-depth support.



*Meeting the Victim Support Team in Leamington*

## Restorative Justice (RJ)

Restorative Justice exists to help victims of crime and deter re-offending by bringing together those harmed by an offence and those responsible for the crime. By discussing the impact on the victim of the crime the parties can seek a way of repairing the harm, finding a positive way forward.

I am very supportive of this initiative and as such I jointly fund a RJ Development Manager and RJ Coordinator through the Victim Support contract. Under my Victims & Witnesses Charter any victim of crime in Warwickshire is entitled to access RJ services.

Adult Restorative Justice Achievements: -

- 1,039 Adults provided with information in relation to RJ.
- 84 Victims participated.
- 64 Offenders participated.
- 49 Referrals that met the criteria for specialist RJ service.
- 35 Professionals worked with.
- 31 RJ person-to-person conferences facilitated.
- 9 Offenders participated in Rehabilitation Activity Requirements (RAR) workshops.
- 8 Police officers trained to Level 2.
- 4 Volunteers recruited.
- RJ briefings delivered to all Warwickshire Police's Patrol and Safer Neighbourhood Teams.
- 100% Satisfaction levels with the service received.

## Case Study

*Through the RJ process J met in prison with the victim of his crime L who through the burglary had lost his prized personal possessions and felt a tangible sense that his home had been violated. During the meeting everyone participated and spent time listening to and responding to each other's comments and questions. Afterwards J reflected that L was a guy who hadn't asked to come into J's world, but who had given up his Saturday to travel over an hour to meet with him in a horrible prison and who took the time to hear his story, accept his apology and even shake his outreached hand.*

*It will be really interesting to see what impact this has on a young man who is starting to realise that he needs to mature and take personal responsibility for the acts of his past and future.*

RJ services are developing well and were awarded the Restorative Service Quality Mark by the Restorative Justice Council in February 2018, as a badge of quality that guarantees a safe and high quality service.



*Phillip with members of the Victim Support Restorative Justice team and the RSQM award.*

# 5. Ensuring Efficient and Effective Policing



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

Key achievements in 2017/18:

## Police Funding

Total recorded crime in Warwickshire increased by 12% for 2017/18. At the same time the resources available to protect our communities from harm have become scarcer. While I have sought to maintain overall police officer numbers since taking office, it nevertheless remains the case that Warwickshire has amongst the lowest ratio of police officers per head of population in the country. Those officers are now dealing with much larger workloads and more complex and time-consuming cases. Despite these pressures, victim satisfaction levels have remained high and public confidence in Warwickshire Police remains above the national average.

In 2017/18 I was able to freeze the police precept – the portion of council tax that pays for policing – while using funding from reserves to ensure that the Chief Constable had the resources he needed to keep communities safe, ensure that frontline policing remained a priority and that Safer Neighbourhood Teams formed the bedrock of policing in the county.

While I have been able to invest a further £3.8 million from reserves to support the force budget in 2018/19, the continual use of reserves is not a sustainable financial model.

Costs continue to rise through inflation and there remains increased pressure on operational policing through the rising demand for services. Despite the major transformations happening within our force, which have raised efficiency and been recognised by our external inspectors as 'ambitious and innovative', the simple reality is that the police require more funding just to maintain current service levels.

In October 2017 I travelled to Whitehall with the Chief Constable to meet with the Policing Minister to discuss the financial and operational challenges we face and make the case for fairer police funding. It was subsequently announced by the Government that the existing 2% cap on the amount that could be raised through the police precept would be increased for a two year period, to the equivalent £12 per year for a Band D taxpayer. In Warwickshire this equates to a 6.25% increase across all of the Council Tax bands.

## Precept

The outcome of my public consultation on the police precept for 2018/19 revealed strong public support for the option of a proposed maximum increase of 6.25% and it was this option that I decided to take forward. I am pleased to report that the Police and Crime Panel have given my proposed Budget and Medium Term Financial Plan their unanimous support I have ensured that all of the additional money raised will be spent on police officer posts here in Warwickshire. This will mean that 50 officer

posts will be recruited over the coming year and will be deployed into front-line policing. With the ongoing programme of investments in technology, mobile working and a continued focus on delivering efficiency savings, I believe my budget will help Warwickshire Police provide the public with enhanced confidence in policing, boost visibility and will mitigate against some of the pressures that front-line officers currently face.

### TRANSFORMATION PROGRAMME - LOOKING TO 2020

The overriding ambition of Warwickshire Police over the next few years is to become 'Great at protecting the most vulnerable'. In order to achieve this Warwickshire Police has to become a more technologically-modern force, ensuring that our resources are utilised as effectively and efficiently as possible and targeted at those matters which cause the greatest harm to the most vulnerable.

I have therefore jointly approved with the PCC for West Mercia an alliance budget of £5million for a transformation programme running through to 2020. Titled 'Looking to 2020', it will enable the force to adapt and evolve to meet the needs of our communities. My role and that of my office has been to closely scrutinise the programme to ensure that it progresses within the given timescales and budget.

This comprehensive and complex programme has developed over the last year and through investments in technology, mobile working and with a focus on delivering efficiency savings it will fundamentally change the way in which the force operates and enable it to meet the £11.74m of savings required in the four year medium-term financial plan.

## Technology Enabled Change

This element of the programme will deliver a modern flexible infrastructure to support new information and communication technologies. Last year I agreed to the roll-out of three significant new technology programmes for the Alliance: -

### 1. Operations Communication Centre (OCC) and Saab SAFE

The significant work to refurbish and equip the new OCC in Warwick has progressed well and it is anticipated that it will become fully operational early next year. The building is named Stuart Ross House in memory of Stuart Ross, a Warwickshire police officer who tragically lost his life while on duty with the Air Support Unit in 1998. The

move of the OCC from its current location will also enable the sale of the Leek Wootton site to progress, with the realisation of capital funds.

The OCC will be enabled with latest technology, including the state-of-the-art Saab SAFE system. This incident management database will provide live-time access to the information officers and staff need to make the right decisions, together with a new call handling system that will help provide an effective response to 999 and 101 calls from the public and deliver the 'right service first time'. It will be easier and more convenient for the public to interact with Warwickshire Police, ensuring more effective contact in a way that meets the public's needs.

## 2. Athena

I'm pleased to report that the Athena ICT system was fully introduced into the force in the autumn of 2017 and will deliver efficiencies by linking systems and improving processes. It has been developed with a number of police forces working together to find the best solution and provides a 'one-stop-shop' to manage intelligence, investigation, case preparation and custody management. It covers over 70% of operational process and practice and is enabling smarter and improved critical real time decision making, as well as streamlining processes.

The impact of such a major change to existing working practices has been challenging and some obstacles have been experienced. Together with members of my office, I have closely monitored Athena's implementation and ensured that steps have been taken to address the issues identified.



## 3. Technological Initiatives

By using new technology and adopting new ways of working, the force will be able to meet the changing needs of its communities by providing a more agile, visible and responsive policingservice, they include: -

- **Mobile Working** The increased provision of laptops and mobile phones to front line officers and staff.
- **Telematics** More than 1,000 alliance vehicles fitted with a telematics device as part of the drive to improve the efficient, effective and safe use of the alliance's fleet.
- **Automatic Number Plate Recognition (ANPR)** To monitor and record registration plates, supporting the detection and disruption of criminal activity.
- **Corporate Gazetteer** To enable accurate and effective management of location-based information in support of operations workspace.
- **Data Network** Providing a modern infrastructure that supports current and new technologies that will enable new ways of working.
- **Emergency Services Network (ESN)** The replacement of the current national Airwave communications system.

## Body Worn Video (BWV)

Last year I jointly approved the business case across the policing alliance to equip front-line police officers with BWV to assist officers to achieve better outcomes and capture important evidence to bring cases to court. I'm pleased to report that the roll out of BWV has now been successfully completed, going live in the autumn of 2017. The Trust, Integrity and Ethics Committee has also scrutinised its deployment into operational policing.

Experiences elsewhere have shown that BWV helps reduce assaults against the police, as both police officers and the public often modify their behaviour when on camera. It has also reduced the number of spurious complaints against police. The latest indications are that violence against Warwickshire police officers has reduced by 45% since BWV's introduction.

## Policing Change Model

Delivering the Looking to 2020 vision also means putting a new policing model in place to address the force's immediate needs for the 2018/19 financial year. As a consequence a number of innovative changes to the way the force functions are to be implemented in April

2018, the purpose of which is to: -

- Ensure that resources meet demand in the most effective way.
- Prioritise and reduce demand to make the force more effective.
- Make the most of our new technology to ensure that the force is as efficient as it possibly can be.

## Services to Policing

This element of the programme aims to ensure that Warwickshire Police has *"The right people, in the right place at the right time with the right skill and attitude to deliver."* It is about ensuring the force has Supporting and Enabling Services designed to provide an efficient, effective, professional and business focused approach to service delivery, consequentially making it easier for the police officers and police staff to do their jobs.

## Workforce Health and Wellbeing

Having a workforce that is not absent through sickness and whose members are fit, healthy and satisfied is fundamental to achieving effective and efficient protection for our communities.

As the PCC I have therefore been concerned about the high levels of police officer sickness that the force was experiencing towards the latter half of 2017 and have held the force to account on this matter through discussing health and wellbeing on a regular basis with the Chief Constable.

Following the result of a survey conducted in 2016 with the workforce, four factors were identified that affected employees; workload, support, feeling valued and working hours. It was also identified that there needed to be good supervision and leadership and senior support to wellbeing initiatives.

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

In addition, the force is adopting a new staff survey developed by Durham University to enable more robust comparisons to be made across police forces nationally. On a further positive note Warwickshire Police were placed second in the national rankings for good morale in a Police Federation survey. I will continue to closely monitor the situation and the progress made.

## Armed Forces Covenant



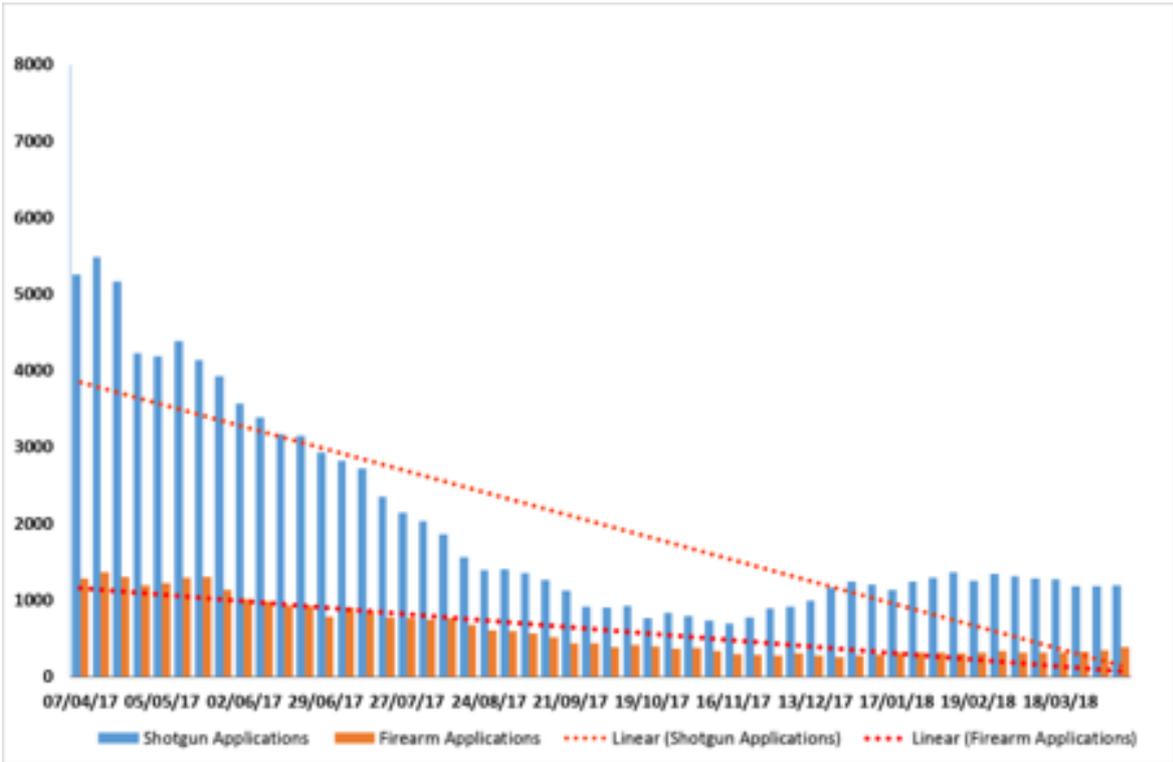
*The strong ties between Warwickshire Police and the Armed Forces have been recognised with a Ministry of Defence (MoD) Employer Recognition Scheme Silver Award. Accepting the award is Chief Superintendent Alex Franklin-Smith from Army Reservist and Inspector at Warwickshire Police, Lucy Sewell.*



### Firearms Licensing

In last year's annual report I mentioned that I had been made aware of delays in the issuing of firearms licences at both the national and local level. Following visits to the Firearms Licensing Unit and meetings with the Assistant Chief Constable and senior officials from the British Association for Shooting and Conservation (BASC), a review was undertaken and a recovery plan 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 has significantly improved and standards have now normalised to acceptable levels, thereby providing a much better and timely service to license applicants.

### Alliance Firearms Licensing Unit: Pending Applications



# 6. Protecting People from Harm



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

Key achievements in 2017/18:

## Domestic Abuse

### Home Secretary's visit

In November 2017 I joined the Chief Constable in welcoming Amber Rudd MP, the then Home Secretary, to Warwickshire Police to talk to officers and staff about the force's approach to tackling domestic violence and abuse. Also present were representatives from a range of partners engaged in this field of work, together with a number of victims who were willing to come forward to share their experiences.

The meeting was very positive and we all agreed that victims of all crimes, particularly domestic violence, are now much more confident to come forward to report and talk about their experiences. I think it was very useful for the Home Secretary to see how we address domestic violence and abuse in Warwickshire. We work closely with partners to identify people at risk, address the situation and provide victim-focused support.



*Meeting then Home Secretary Amber Rudd MP with Chief Constable Martin Jelley*

This ethos was recognised in the Her Majesty's Inspectorate of Constabulary, Fire and Rescue Services (HMICFRS) PEEL Effectiveness inspection, where it was found that the workforce had a strong understanding of vulnerability, being urged to see past the obvious when assessing individuals. Disappointingly, it was also identified that the force should improve its service to vulnerable people, particularly domestic abuse victims. Where officers were unable to attend the incident, or attendance is delayed, a reassessment of the risk to the victim should take place so that safeguarding support can be prioritised.

As a consequence of the inspection, a new system has been implemented in the Operations and Communication Centre (OCC) which ensures a daily review of all such incidents is undertaken by the supervisors, along with a reassessment of the risk of harm and the suitability of the proposed course of action. In addition, the force have initiated a comprehensive improvement action plan to address weaknesses identified by the inspection, led by a senior officer and with progress scrutinised by my office.

## Refuge

My office has worked closely with Warwickshire County Council to co-commission an enhanced community-based domestic abuse support service for the county. The contract has been awarded to Refuge, an organisation with a vast wealth of experience in working with victims and survivors and has achieved a high reputation nationally.

Over the last year Refuge has delivered a combined community-based support and accommodation service in Warwickshire, including: -

- Twenty-four units of accommodation in locations across Warwickshire for housing those affected by domestic violence.
- Management of the Sanctuary Scheme. This innovative victim-centred initiative is designed to enable victims of domestic violence who wish to remain in their own accommodation the opportunity to do so when it is safe and the perpetrator does not live there. The scheme focuses on adding security measures to the property which can include window alarms and new locks and bolts on doors. If a victim feels compelled to move then the disruption to family and other support networks, education and employment can sometimes lead to homelessness.
- Support for females aged 16 and over and their dependent children.
- Provision of a children's worker.
- A single point of contact and specialist helpline.
- Specialist advocacy for high risk victims.
- Specialist support for minority communities victims.
- Support to Warwickshire's GP practices under the Identification and Referral to Improve Safety (IRIS) programme. The overall aim of the programme is to ensure that women experiencing the health impacts of current or past domestic violence have direct access to a specialist domestic violence advocate-educator through their health professional.
- Coordination of Warwickshire's Multi-Agency Risk Assessment Conferences (MARAC). The MARAC is a monthly multi-agency risk assessment conference which reviews the safety of victims of domestic abuse identified as being at high risk. At the conference risks are identified and safeguarding actions are taken by the appropriate agencies.
- Support to the Warwickshire Multi-Agency Safeguarding Hub (MASH). The MASH is a partnership between Warwickshire County Council, Warwickshire Police, National Health Service (NHS) and other key partner agencies co-located and working together to safeguard children, young people and adults.

## Domestic Abuse Counselling Service (DACS)

I took the opportunity to visit the new Bedworth offices of the DACS where I was pleased to award them more than £60,000 from my PCC Grants Scheme to help them continue their work. The organisation are a non-profitable charity organisation offering a therapeutic counselling service, made possible through the use of staff and volunteer counsellors. The service is available

to both female and male victims of abuse in Nuneaton, North Warwickshire and Stratford upon Avon and also Perpetrators of Abuse from their Nuneaton office. Their purpose is to increase the safety of those who are suffering from the impact of domestic abuse and we will aim for countywide coverage in 2018/19.



*The Commissioner is pictured presenting a cheque for £60,004 to DACS. From left to right are: Kerry Thorpe (DACS Perpetrator Intervention Manager), Kate Farmer (Chief Officer of DACS), Mary Blundell (DACS counsellor), Warwickshire PCC Philip Seccombe, Lynn Naidoo (DACS Victim Service Manager) and Heather Wilson (Chair of DACS).*

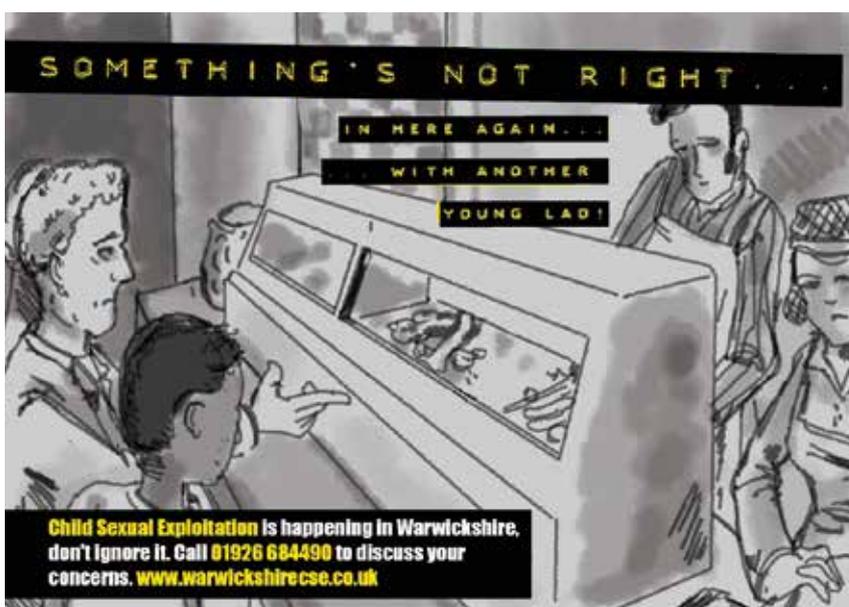
## Child Sexual Exploitation (CSE)

### Development Event

Child Sexual Exploitation, a form of sexual abuse that involves the manipulation and / or coercion of young people under the age of 18 into sexual activity, is often hidden from view and there is a misconception that CSE only involves girls and young women. 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 that included a drama production exploring a number of themes raising awareness of child sexual exploitation.

As the performance demonstrated very effectively, young men and boys are also susceptible to CSE. Raising awareness of this topic will enable professionals to identify the warning signs of CSE and provide all victims and survivors with the right level of help and support.



### Multi-Agency Team

I also provide funding to the charity Barnardo's, as part of their commitment to the Warwickshire CSE Multi-Agency Team at Leamington Justice Centre, co-located 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, enabling early identification and prevention of CSE together with support for the children and their families: -

- 31 young people receiving direct support.
- 13 are victims / witnesses within ongoing police investigations.
- 1 young person supported through interview as a victim of CSE.
- 6 cases closed with reported improvements in mental health and well-being.
- Presentations delivered to the Police Youth Academy, schools and colleges.
- 20 parents supported in relation to CSE.
- 95 people attended CSE workshops.
- 200 professionals trained in CSE at 18 events.
- 600 people attended the 'Crashing' CSE event aimed at boys and young men.
- 1,000 community workers, taxi drivers, hoteliers, elected members people given CSE awareness training.
- 77,567 persons reached through CSE social media campaigns.

## Vulnerability and Serious Organised Crime

In mid-September I opened a major conference on Vulnerability and Serious Organised Crime (SOC). The event was organised by Warwickshire Police and my office and was designed to raise awareness of the factors that lead to vulnerability and the links which exist to serious and organised crime. More than 120 delegates from front-line policing, the Fire and Rescue Service, social services, housing, healthcare, education and local government participated and were challenged to 'see past the obvious' when working in the community. The event also provided practical information on what vulnerability is, how

to identify, refer and deal with it and how it relates to serious and organised crime groups operating within Warwickshire. All delegates were set the challenge to take the learning back to their organisation and share it as widely as possible.

An associated online training package is subsequently being developed by my office in conjunction with Warwickshire County Council, with an anticipated go-live date of July 2018. The aim is to provide increased awareness of the issues associated with vulnerability, SOC, CSE and modern day slavery.

## Sexual Abuse and Violence

### Referral Services

NHS England have recently commissioned a revised service model for paediatric services covering the four police forces of the West Midlands region and together with the other three PCCs I have provided a financial contribution to this excellent initiative.

This new West Midlands Paediatric Sexual Assault Service offers holistic assessment and care for children and young people under 18 years of age who are victims of rape or serious sexual assault, or where there is suspected sexual abuse. The key benefits include a centre with a cohort of experienced forensic paediatricians and with an on-call team available 24 hours a day, seven days a week. Multi-agency strategy discussions held at the point of referral will ensure the best outcome for the child or young person.

Adult services for Warwickshire will be provided at the already established Blue Sky Sexual Abuse Referral Centre (SARC) at Nuneaton.

### Rape or Sexual Abuse Support (RoSA)

RoSA is a charity which helps support people who have been affected by rape, sexual abuse or sexual violence offering free confidential support throughout Warwickshire to women, men, young people and children. Support is also offered to family members, partners and carers.

The charity receives some of its core funding from my PCC Grants Scheme, alongside additional finance to part-fund the provision of a children's and young people's Independent Sexual Violence Advisor and counselling services for young people and victims of child sexual exploitation in Warwickshire.

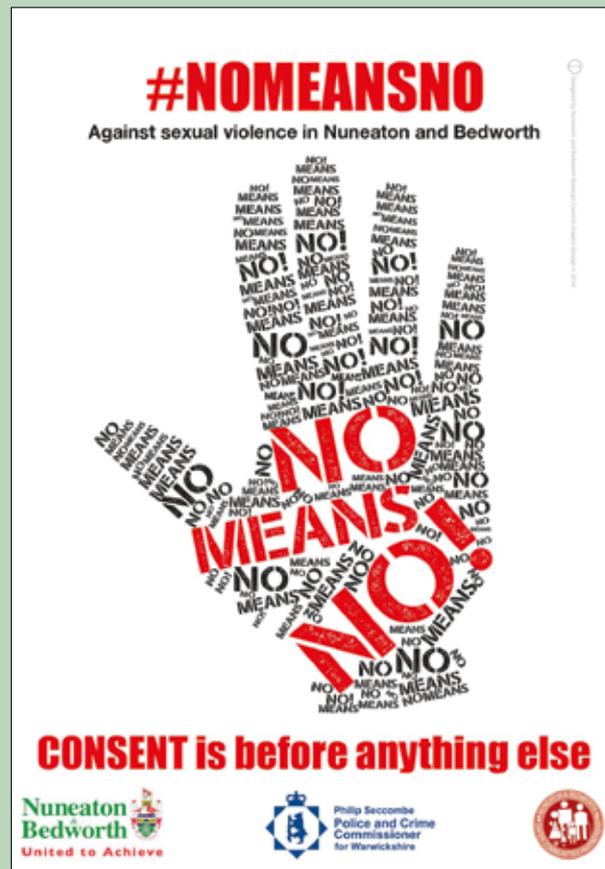
### Safeline

The charity is a leading specialist in supporting those effected by the trauma of sexual abuse, rape and their associated issues, as well actively working towards stopping these offences from happening. I was therefore pleased to be able to provide significant funding towards their operational cost in delivering specialised, professional services to assist those both at risk and effected by such crimes.

## Nuneaton and Bedworth Safer Communities Partnership (NABSCOP)

I was pleased to provide funding for an initiative by NABSCOP to raise awareness of the #NoMeansNo campaign, highlighting the meaning of consent in relation to rape and demonstrates that there is no place for sexual abuse in society. The initiative was conducted in partnership with the Borough Council, Warwickshire Police and several charitable organisations.

A series of eye-catching posters and flyers were produced and social media channels utilised got the #NoMeansNo message out there, the aim being to spread awareness of the issue amongst the public and in particular young adults. The aim was to prevent people from becoming victims and perpetrators of abusive relationships. It is important that everyone understands the nature of consent and feels empowered to say no if they wish.



## Mental Health

I was delighted to visit Rethink Mental Illness in Warwick to present them with funding from my PCC Grant's Scheme. Rethink Mental Illness is a national charity which operates within South Warwickshire with the goal of helping everyone affected by mental illness to have a better quality of life. The £5,194 awarded was used to help run drop-in sessions which promoted personal safety for people with mental health difficulties.

Mental health has an effect on crime by making people become more vulnerable and we know that a significant amount of police time today is spent helping people who are experiencing mental health crisis. It's crucial that there are good support services locally that can help people who experience mental illness, so I want to provide better protection and greater support for some of the most vulnerable in our communities.



*Philip presents a cheque to staff from Rethink Mental Illness during one of the drop-in coffee mornings at the centre in Warwick.*

## Hate Crime

Tackling hate crime is a priority in my Police and Crime Plan as it can have a devastating impact on victims and should never be tolerated. As a community we must all play our part and do all we can to change attitudes, support victims and ensure offenders are brought to justice.

Warwickshire Police is fully committed to ensuring all victims have the confidence to come forward and report any such incidents or crimes. Levels of hate crime reporting are continuously monitored and the Integrated Victim Management Unit (IVMU) aims to provide an enhanced level of service to the victims. Through the focused work of the IVMU, victim satisfaction rates rose from a low of 63% in September 2016 to current rates of 83%. My office continues to carefully scrutinise these performance metrics and holds the force to account.

Hate Crime Awareness Week in October 2017 saw a wide range of activity take place across the county to highlight the seriousness with which police and other agencies take this type of crime, encourage wider reporting and reinforce the message that Hate Crime is never acceptable. During the week I joined partners for the launch of the new Hate Crime Partnership website, [www.ReportHateNow.com](http://www.ReportHateNow.com) which aims to provide a one-stop portal for reporting of hate crime incidents in Warwickshire, as well as providing information, support and advice. It is intended that by having a dedicated resource that the reporting of hate related incidents and crimes can be



*Philip being filmed for a video on the new ReportHateNow website.*

increased and the harm addressed. The site has been developed in conjunction with Warwickshire County Council, Warwickshire Police, the Equality and Inclusion Partnership (Equip) and my office.

The launch was just one of a series of events across the county with a number of 'Cake Not Hate' themed drop-in tea parties held at community locations in a bid to spread the message.

The Hate Crime Partnership also recorded a song called Love Instead of Hate (Give it a Try). The single was inspired by lyrics written originally by Bedworth police officer Stephen Croshaw and later adapted by singer-songwriter Jordan Charles. It features the vocals of Coventry-based singer Letitia George. The accompanying music video featured young people from Avon Valley School and Performing Arts College in Rugby.



*Philip with Councillor Howard Roberts, Portfolio Holder for Fire and Community Safety and Chief Constable Martin Jolley at the Cake Not Hate event at Warwick Shire Hall.*



## Road Safety

I am committed to reducing casualties on Warwickshire roads. While overall there were fewer casualties in 2017/18 than in the previous year, there was an increased number of fatalities on our roads due to vehicle collisions. This is not acceptable and there is great determination among all parties to halt this increase. I have a member of staff from my office who is dedicated to work closely with all agencies trying to address this issue. I am also represented at the Warwickshire County Council-led multi-agency Warwickshire Road Safety Partnership. In addition, I engage very closely with Warwickshire Police via the Warwickshire and West Mercia Safer Roads Partnership.

I am confident that a recent restructuring of Roads Policing across the alliance can make a positive difference to reducing Warwickshire fatalities and casualties. Meanwhile I am committed to bringing more funding to road safety initiatives, to ensure that there is a robust blend of road safety education, engineering and enforcement taking place in Warwickshire.

# 7. Preventing and Reducing Crime



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

## Key Achievements 2017/18

### Serious and Organised Crime Joint Action Group (SOCJAG)

This group was established with partners to bring together the police and a range of agencies from across the public sector to reduce the impact serious and organised crime has on the community, business and the wider economy, while ensuring that the full range of powers are brought to bear on those responsible. The group shares information and intelligence on any serious and organised crime activity in the area across a range of offences and takes steps to work together to address the significant threat and risk of harm that this criminality brings. This approach to tackling serious and organised crime has been praised by Her Majesty's Inspectorate of Constabulary, Fire and Rescue Services (HMICFRS).

Working as a partnership, through my office SOCJAG secured £41,708 of Home Office funding to deliver a project to prevent young people becoming involved in serious and organised crime (SOC). The targeted funding enabled Dame Kelly Holmes Trust to deliver a bespoke project in partnership with Coventry, Warwickshire and Solihull Sports Partnership, which provided additional staffing and resources. An innovative matrix was developed to select young people who were at risk of being drawn into SOC. By working with them over a period of time, the project aims to address the risks the young people face and provide longer term coping mechanisms to help them make positive life choices away from SOC. The project is currently being independently evaluated by Loughborough University.

### Drugs and Alcohol



*Attending a drug policy forum in Birmingham in December.*

Last year I provided funding to the sum of £230,000 to seven separate initiatives to combat the devastating harm that drug and alcohol abuse causes in Warwickshire's communities: -

#### Drug Intervention Project

To target misuse intervention for those in the criminal justice system to break the cycle of substance misuse and crime - £89,000.

#### Integrated Offender Management

To fund drug testing kits and analysis for use with offenders to monitor compliance with the conditions of their court orders - £16,500.

#### COMPASS

To provide advice and intervention services for young people experiencing drug or alcohol issues, with a view to prevent their misuse of drugs and alcohol - £48,000.

#### Substance Misuse Reduction

To fund specialist drugs workers within the Youth Justice Team to support young people, families and victims to prevent misuse - £37,000.

## WOW Programme

To fund a programme for women tackling substance misuse and mental health issues, building their confidence and getting them out of the criminal justice system - £22,300.

## Substance Misuse Team

A contribution to Warwickshire County Council towards the staff costs of running this team - £15,000.

## Rugby Street Pastors

Volunteers providing support, advice and reassurance to local residents during the night time economy, thereby reducing violence and the number of vulnerable people on the streets - £6,000.



*Out on patrol with the Rugby Street Pastors*

## Unauthorised Encampments

In early 2017 I organised a meeting with partners and stakeholders to discuss the situation in Warwickshire of unauthorised traveller encampments, where I committed to improve the county's response to this reoccurring and challenging issue. I'm pleased to report that this partnership work has now culminated in a protocol, 'Dealing with Unauthorised Encampments in Warwickshire'.

The protocol has been adopted by the Warwickshire County Council, the county's five District and Borough Councils, Warwickshire Fire and Rescue, Warwickshire Police and the OPCC. It seeks to ensure a co-ordinated response to the rise in unauthorised encampments in Warwickshire and is aimed at ensuring that the response to such an encampment from local authorities, private landowners, the police and other stakeholder agencies is cohesive, efficient and effective; whilst being mindful of the legal rights and entitlements of all those so effected.

An operational group to put the protocol into action was set up, initially under the leadership of my office. This has now been handed over to Warwickshire County Council to chair going forward.

In identifying the best way to deal with encampments effectively, lawfully and in a fair way to both the settled and travelling communities, PC Martin Rone-Clarke as Warwickshire Police's Gypsy and Traveller Liaison Officer has helped break down many of the traditional communications barriers that can exist. I have seen for myself Martin's exceptional skills at diffusing the tensions that can exist when an unauthorised encampment takes place. He is equally at ease talking to a community hall of local residents as he is to members of the travelling community and last year he personally interacted with the occupants of 122 unauthorised encampments that collectively had more than 1,100 caravans.

## Diversionsary Activity

To provide diversionary activities for young people, with a view to preventing and reducing youth crime, my office supports the national charity StreetGames and the Coventry, Warwickshire and Solihull Sports Partnership. The approach is aimed to provide young people with positive activities, while ensuring staff and volunteers were effectively trained to ensure they are able to address the complex issues that young people can face.

Last year I funded nine projects across Warwickshire delivered by third sector organisations (non-governmental and non-profit-making organisations or associations, including charities, voluntary and community groups) to the value of £87,843. By working in partnership with Coventry, Warwickshire and Solihull Sports Partnership and Street Games a further £13,670 was secured for the sector in match funding.

In October 2017 Street Games secured £700,000 national funding for the Safer Together Through Sport Programme. This is a national programme supported by 26 PCCs across the country and will cover a two-and-a-half year programme aimed at addressing youth crime through sport. During 2018/19 our partnership aims to develop the programme to: -

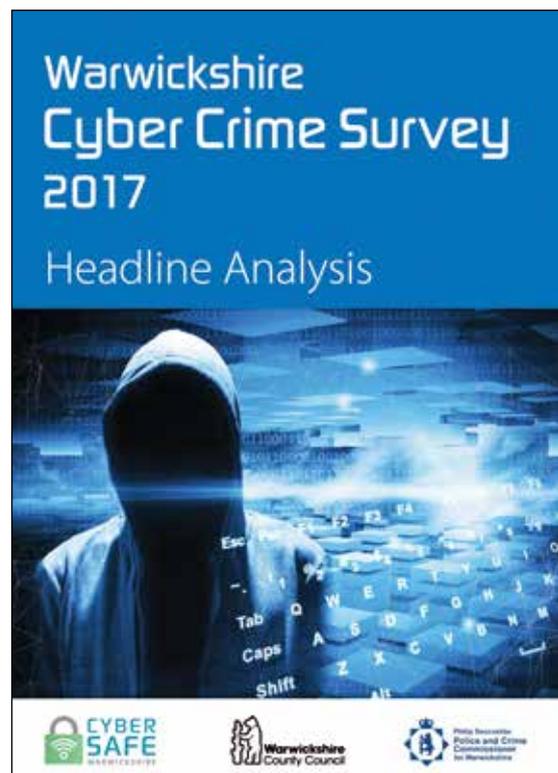
- Assist in the development of the national understanding of the benefit of using sport as an effective means to tackle youth-generated crime and anti-social behaviour.
- Develop effective early intervention strategies through evidence-based good practice.
- Develop a referral framework that brings together the youth and community sport sectors.
- Influence evidence-based investments into youth and sport prevention activities.

## Cyber Crime

### Survey

Tackling cyber crime is one of the key ambitions within my Police and Crime Plan and so in June 2017 the results of the cyber crime survey I jointly commissioned with Warwickshire County Council were published. It revealed that a record number of victims were subject to online criminality across Warwickshire, showing the very real and rising threat which must be addressed. Other headlines included: -

- Cyber-crime costs local residents an estimated £8.8 million each year.
- 30,000 fell victim to viruses and malware.
- 21,500 were victims of online fraud and theft.
- 15,000 successful phishing scams were carried out in the last 12 months.
- 9,900 people have been victim of identity fraud.
- 6,000 online hate crimes occurred.
- 5,500 residents have been a victim of an online romance scam.





*Launching Warwickshire Cyber Safe at the UK headquarters of IBM in Warwick with, from left, Cyber Crime Advisors Sam Slemensek and Alex Gloster, alongside Louise Williams, Community Safety Manager at Warwickshire County Council*

## Cyber Safe Warwickshire

I have also provided funding for a new website, Cyber Safe Warwickshire. This is maintained and developed by the two cyber-crime advisors I fund, Sam Slemensek and Alex Gloster, who do a great deal of excellent work in partnership with Warwickshire County Council.

The purpose of the website is to provide easily-understandable information on the latest threats from cyber crime and cyber-enabled fraud, alongside helpful crime prevention advice to empower the communities of Warwickshire to be safe and secure in the digital age. There is also a special section of the site with information relevant to young people, including how to stay safe while using social media. Just as importantly there are links to services and sites where you can report online crime or receive further help and support.

For more information visit:

[www.cybersafewarwickshire.com](http://www.cybersafewarwickshire.com)

## Cyber Crime Awards

Warwickshire's efforts to boost public knowledge of cyber crime and how to keep safe while online have been praised at a prestigious national awards ceremony in London. The Warwickshire Tackling Cyber Crime Programme was a nominated finalist at the recent Government Counter Fraud Awards. The awards recognise exceptional achievement and innovation in fighting fraud and corruption in the public sector.

I fund the programme, which comprises the county's two Cyber Crime Advisors, a Business Crime Advisor and two Trading Standards Officers posts, all hosted by Warwickshire County Council's Community Safety Team and Trading Standards services.

## Cyber Safety Competition

In celebration of Safer Internet Day, my two Cyber Crime Advisors and Warwickshire Police ran a special creative writing contest for young people, to help raise awareness about how to stay safe online. The competition was open to all young people who fitted the age criteria and who reside, or are educated, in Warwickshire. The entrants had to write a creative piece based on one or both of the themes of this year's Internet Safety Day, namely Respect Online or #BeCyberKind. I had the pleasure of judging the entries and some great prizes were awarded to the winners.

Feedback Received: -

*“Thank you for today’s Internet Safety training for parents, I learnt a lot and found the guest speakers added knowledgeable insight with some very good examples.”*

*“I really appreciate you taking the time to talk to me yesterday and provide me with lots of reassuring information that I could share with my husband. Thank you.”*

## Business Crime

In order to help protect businesses in Warwickshire from crime, I fund a Business Crime Advisor who works with businesses of all sizes to empower them to protect themselves from crime by delivering training, support, and preventative advice. The work stream also includes Warwickshire Business Watch, consisting of a website, messaging systems and social media presence in order to reach as many businesses as possible. The website hosts a range of advice sheets, news updates and list of events which are of interest to businesses. In addition, the Advisor runs online training sessions and Twitter hours where businesses can seek advice.

During the year a #Wifisavvy campaign was launched by the Community Safety Team in Warwickshire County Council, in partnership with Trading Standards and my office. The scheme encourages businesses that offer Wi-Fi to look at their security and promote safe use of

## Rural Crime

The effects of crime can be felt particularly keenly in rural areas, where people may be more isolated, while the impact of crime on rural businesses and farms can sometimes be devastating. Tackling rural crime is therefore a key issue here in Warwickshire and something that I have given considerable investment to and has been a priority area of work for Warwickshire Police.

### Rural Crime Project

As part of the Rural Crime Project, I fund three Rural Crime Co-ordinators whose role is to work with rural communities, organisations and the local policing teams to deliver initiatives to combat criminal activity and to improve security awareness. This has included working closely with the NFU and other partners to organise a series of rural crime events across the county, which give people the chance to meet and raise questions with the police, speak to specialist crime advisors and find out about the latest security advice and equipment.

I get tremendous feedback about the Rural Crime Co-ordinators, who I know work tirelessly with local communities, police and our many partners to ensure that our rural residents and businesses have the best advice and protection available. The Co-ordinators are also responsible for maintaining the Warwickshire Rural Watch website, which provides free advice and information on securing property and equipment, as well as alerts on the latest incidents of rural crime. This helps increase vigilance and encourage reporting of information to the police, including information about wildlife crime, through

their Wi-Fi to customers. Those involved in the scheme may display a poster and window sticker demonstrating the steps they have taken to protect customers' data – good for the customer and good for the business!



For more information about initiatives tackling business crime, visit:

[www.warwickshirebusinesswatch.co.uk](http://www.warwickshirebusinesswatch.co.uk)



the multi-agency Wildlife Watchers scheme. For more information about initiatives tackling rural crime, visit:

[www.warwickshire.police.uk/ruralcrime](http://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](http://www.warwickshireruralwatch.co.uk)

Through these measures I want the message to go out that Warwickshire is not a soft spot for rural crime. This will help to ensure that we can enjoy all of the benefits our beautiful county affords us.

## Rural Shows

During the summer of 2017, I took the opportunity to visit the Kenilworth Show and the Whitacre and Shustoke Show to see the partnership stands at these rural-themed events.

These included Warwickshire Police, the local Rural Crime Co-ordinators, Cyber Crime Advisors, Horse Watch and Neighbourhood Watch schemes. Partners were available to talk to and assist the public, along with the local Safer Neighbourhood Team, Special Constabulary and the Police Cadets. An impressive amount of crime-prevention equipment was also showcased.

I met many members of the public there to hear their views and concerns, as well as having discussions with the British Association for Shooting and Conservation. They are an organisation that has given support and expert advice to my office and the force as we have worked to resolve issues around backlogs with the issuing of firearms licenses, a difficulty I referred to earlier in my report.



*Philip with North Warwickshire Rural Crime Co-ordinator Carol Cotterill*

## Agricultural Vehicle Thefts

In South Warwickshire, Rural Crime Co-ordinators Bob Church and Lucy Lambert have been achieving some good successes to address the concerns that have been raised by the agricultural community at a number of the rural crime meetings that have been organised in partnership with the NFU. As well as providing practical advice and guidance, they have also been able to loan out security equipment to farms and residents on a trial basis.

Bob and Lucy have also been working closely with the police Safer Neighbourhood Teams, Stratford District Council, the National Vehicle Crime Intelligence Service and NFU Mutual in developing a strategy to deter vehicle thefts in rural areas. Vehicles and farm equipment fitted with tracking devices have been placed across the area and have led to a number of arrests and recovered property.

## Supported Village Scheme

The Supported Villages programme, part of the Rural Crime Project in the north of the county, aims to help communities with proactive crime prevention action and advice, providing a sustainable scheme which can then be maintained by the community.

In March 2018 Brinklow became the fourth village in the Rugby district to join the Supported Villages Scheme after Binley Woods, Willoughby and Wolvey, along with three others in the north of the county that are also protected.

Over the past year, parish councillors have been working with PCSO David Banks on the project, supported by other members of the Rugby Police Safer Neighbourhood Team (SNT) and North Warwickshire's Rural Crime Co-ordinator, Carol Cotterill. Several property marking days have been held where villagers were invited to bring items to be marked and get crime prevention advice. Other villages across the north of the county are also working towards joining the scheme in the coming months. The aim of the scheme is to demonstrate and advertise that the village community is not a soft target for rural crime.

# 8. Statutory Responsibilities

In addition to reporting on the progress made during last year in respect of my Police and Crime Plan and the setting of Warwickshire Police's priorities, I am also required to report on how I have discharged my other statutory responsibilities in the following areas: -

**8.1 Safeguarding and Vulnerability**

**8.2 Engagement**

**8.3 Partnerships & Collaboration**

**8.4 Regional & National Policing**

**8.5 Finance**

**8.6 Governance**

**8.7 Warwickshire Police Performance.**

# 8.1 Safeguarding and Vulnerability

**As the Police and Crime Commissioner for Warwickshire it is my responsibility to hold the Chief Constable to account for the exercise of his duties in relation to the safeguarding of children and the promotion of child welfare. Furthermore I must ensure that everything I do, or is done by others on my behalf, ensures the safeguarding of children and vulnerable adults.**

## **Fulfilment of Duties 2017/18**

- Ensured that all the support services I have funded through my grant scheme or commissioning have clear policies and procedures in place to safeguard and promote the welfare of children.
- Equality Impact Assessed (EIA) my Police and Crime Plan 2016-2021, which covers children's issues by way of 'age' characteristics.
- Held the Chief Constable to account on the force response to domestic abuse arrest rates and outcomes, along with other areas of vulnerability, including Child Sexual Exploitation and Sexual Violence.
- In response to the demand created by the new Warwickshire Multi Agency Support Hub (MASH), I continued to fund two additional Development Officers to compliment an existing team which reviews, assesses and provides recommendations to safeguard some of the most vulnerable cases that are referred to the hub.
- Commissioned service needs analysis in specific areas of vulnerability.
- Orchestrated developmental training in CSE.
- Arranged for safeguarding training for key OPCC staff.
- Grant funded services and initiatives in a number of area of specific vulnerability: -
  - CSE
  - Domestic Abuse
  - Mental Health
  - Young People
  - Hate Crime
  - Drugs and Alcohol Abuse

## 8.2 Engagement

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

### Key Achievements 2017/18

#### Strategy

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

In March 2018 a progress report on the strategy was presented to the Police and Crime Panel for their scrutiny. The report included details of the refreshed and improved OPCC website and the continued development of the monthly newsletter, proving a regular update on the work being carried out by my office and my observations on the latest developments in policing, crime and community safety.



*Philip checks out the new OPCC website.*

#### Elected Members

##### Liz Truss MP

Earlier in the year I had the pleasure of welcoming Liz Truss MP, during her tenure as Lord Chancellor and Secretary of State for Justice, to the Warwickshire Justice Centre at Leamington Spa. I was keen to meet with the Minister to discuss criminal justice matters and to showcase the superb justice facilities we are privileged to have, providing her with an insight into the integrated working by the multiple agencies co-located there. The concept of combining under one roof all of the agencies involved in the local delivery of criminal justice is widely regarded as a template for best practice, and all of the partners are quite rightly very proud of facilities we have in both north and south Warwickshire.

I also took the opportunity to highlight the wider delivery of criminal justice in the county, including Restorative Justice Programmes and our ongoing work to ensure that victims and witnesses are the focus for all agencies.



*Philip meeting Liz Truss MP, while she was serving as Lord Chancellor and Secretary of State for Justice.*



*Philip with Jeremy Wright MP at Jubilee House in Kenilworth*

### **Policing Minister, Nick Hurd MP**

As previously mentioned, in October 2017 I travelled to Whitehall to meet with the Minister for Policing Nick Hurd MP to press the case for fairer funding for Warwickshire Police. The current challenges, both operationally and financially, on the force were outlined and the case made for a greater investment for policing.

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.

I will continue to do all I can to ensure that our resources are used effectively, with the protection of front-line policing being an absolute priority.

### **Warwickshire Members of Parliament**

I have held meetings with all of the county's members of parliament and where possible these have been joint meetings with the Chief Constable. One of the purposes of these meetings has been to raise awareness of the reduction in police officer numbers since 2010 and make the case for greater police funding.

### **Local Councillors**

I am keen to engage with the county's elected members and consequently attended a number of parish council meetings and community forums over the past year. Such events provide me with an opportunity to explain my role

and an update on the progress on my Police and Crime Plan, as well as listening to their views and feedback to gain a deeper appreciation of the issues of concern to the local communities.

## **Public Engagement**

In addition to meeting with elected members, I have also met with countless members of the public last year to hear their views on police and crime matters and to listen to their experiences of Warwickshire Police. This engagement and dialogue greatly helps to inform and shape my own views and decisions, as well as serving to hold me to account for my actions as Commissioner.

These public engagements often take place at organised events and meetings, which I have attended on nearly 60 such occasions in the last year. These range from national organisations such as the National Farmers Union to more local events, for example meetings of parish councils, Neighbourhood Watch groups and Community Forums across the county.

In addition, I also met with a number of advocacy groups supporting a range of vulnerable communities, as well as engaging with a variety of youth forums.

## **Consultation**

In December 2017, following receipt of the Government's police funding settlement, I launched my precept consultation. The consultation period lasted for four weeks and three options were presented for public feedback. An online survey was conducted that received a total of 1,501 responses – the highest amount for any OPCC consultation to date. Face-to-face meetings were also held with key partners, local authorities and the business community, while comments were also received via email, post and through social media.

In January and February a consultation survey was undertaken by an independent social research organisation on behalf of my office, asking for the views of victims of crime in Warwickshire. The responses, which are now being collated, will be used to help shape future support services in the local area as the OPCC begins the process of commissioning services for victim support provision.

## PCC's Grant Scheme

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. Consequently I made 34 visits to successful applicants for last year's scheme.

## Stakeholders

It has been both my privilege and pleasure to attend and address force awards and commendations ceremonies throughout the year. Similarly, I also attended and presented at a wide range of events with key stakeholders in order to support, influence and assist in developing new approaches to the issue of crime and disorder. They include the following events: -

### Police Cadets

I very much support the Warwickshire Police Cadets, a voluntary scheme for young people and a key part of Warwickshire Police's strategy for youth engagement, whose numbers have doubled in the last year. The scheme began in 2014 and has gone from strength to strength ever since with cadets supporting local policing priorities through volunteering, working with partner agencies and positive participation in their communities. It also

provides the opportunity for the cadets to gain a practical understanding of policing and develop their spirit of adventure and good citizenship.

At the end of each year the cadets have a special ceremony, with awards being given for excellence across a range of criteria, including providing a positive role model, leadership skills, fitness improvement and attendance. I was therefore extremely pleased to present the prizes at their recent awards ceremony at North Warwickshire. I very much echo the comments of Principal Cadet Leader in North Warwickshire, PC Lee Marston, who said:

*"As their leader it's great to see each cadet go through their two year journey. Some cadets start as shy young people and have developed so much and beam with confidence now, becoming positive role models for their peers".*



Philip with the Police Cadets at their North Warwickshire awards event.

## Warwickshire Youth Academy

A total of 165 young people aged 14 to 16 years of age from across Warwickshire attended Warwickshire Police's Youth Academy. I provide the funding for this free event that took place during a weekend in October, with key speakers and subject matter experts leading workshops designed to educate, challenge and provoke thought on a range of issues.

The aim was to provide the young people with an increased knowledge and understanding of the police, other emergency services and the world around them; equipping them with the skills and increased confidence to thrive safely.



*Young people get a close up look at the police helicopter during the Youth Academy*

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

## Warwickshire Citizen's Academy

The Citizens' Academy programme that I also provide funding for provides an exciting opportunity for members of the public to gain a unique insight into Warwickshire Police's work to protect people from harm and improve communities' quality of life. The programme is open to people over the age of sixteen and over its 10 week duration, police officers, police staff and partner agencies deliver presentations on key aspects of policing.

I've addressed the Academy about my work as the Warwickshire PCC in order to explain about my role and my Police and Crime Plan, as well as having the pleasure of attending the participants graduation ceremonies.

## Community Speed Watch (CSW)

In January 2018 I welcomed representatives from CSW groups from around the county to an extraordinary meeting with police and officials from the Safer Roads Partnership of Warwickshire and West Mercia. CSW schemes can make a valuable contribution to road safety by encouraging safer and more responsible driving, so I was keen to bring all parties involved together to explore how they can be as effective as possible.

As a result of the meeting the Police Safer Roads Partnership were able to publicly re-affirm their commitment to support the CSW schemes with training and equipment calibration. The groups now also have an established single point of contact who they can communicate with.

With increasing numbers of fatalities and more and more vehicles on our roads the issue of road safety is only likely to become even more prominent in coming years, requiring the right mix of education, enforcement and engineering to make our highways safe for all users. This is something I will be promoting over the next twelve months, as I believe we need a societal change to the way we view speeding and risk-taking on our roads if we are to see the numbers of deaths and serious injuries substantially reduced.



*Philip addressing the Community Speed Watch meeting*

## Redeeming our Communities (RoC)

In February 2018 I had attended the 'Conversation' event in Bedworth organised by the national charity RoC with Debra Green OBE, the founder and national director of the organisation. The charity's main aim is to bring about community transformation by creating strategic partnerships which open up opportunities for crime and disorder reduction and improved community cohesion, enabling thousands of volunteers to better serve the needs of their community.

I was delighted to be asked to speak and outlined my experiences with volunteering, both during my military service with the Army Reserve and more latterly as a PCC, explaining the vital contribution that Police Specials and Police Volunteers make to keep our communities safe.

*Philip with Debra Green OBE, Founder & National Director of ROC.*



## Warwickshire Justice Centres and police stations

Throughout the year I follow a programme of regular visits to the Warwickshire Justice Centres and police stations. The visits enable me to meet with the staff and partners there to seek their views, listen to their concerns and to see for myself their working day. Through these visits I gain a better understanding of Warwickshire Police and its officers and staff, enabling me to make more informed decisions for the benefit of the workforce and those that they serve.



## 8.3 Partnerships and Collaboration

**Crime and disorder and the harms they cause cannot be successfully addressed by the police alone. It is for this reason I have a statutory duty to bring together community safety partners and criminal justice partners to ensure local priorities are joined up. I am of the firm belief that strong and effective partnerships and collaboration are fundamental to delivering ‘A safer, more secure Warwickshire’.**

### Key Achievements 2017/18

#### Association of Police and Crime Commissioners (APCC)

The APCC, of which I am a member, helps PCCs make the most of their ability to influence at a national level and deliver on their manifesto promises. By sharing best practice and identifying opportunities to work together, or paying for services jointly, the association assists PCCs to be more efficient and effective.

#### Emergency Service Collaboration Working Group

Since taking up the Chair of the APCC Emergency Service Collaboration Working Group at the beginning of 2017, the landscape of collaboration has been rapidly changing with several PCCs across the country advancing business cases to take on the governance of the Fire and Rescue Service (FRS) in their local areas, a continuing area of national focus. At this time there is no appetite to change the FRS governance arrangements for Warwickshire.

This work stream also provided me the opportunity to address as a key note speaker the Inside Government Conference in London, which was exploring the future of the UK Fire and Rescue Services. In addition to the activity in the police and fire service landscape, I have been busy working with partners across the sector to identify more opportunities for emergency service collaboration, involving the whole spectrum of partners working to keep our communities safe.



*Philip addressing a national conference on emergency services collaboration*

## Alliance

One of the closest partnerships enjoyed by Warwickshire Police is the alliance with West Mercia Police and on my election I made it clear that I support the continuance of this collaborative arrangement.

I meet monthly at the Alliance Governance Group (AGG) with my West Mercia counterpart John Champion, together with our respective Chief Executives and the Chief Officers from both forces. The purpose of this AGG is to discuss and decide upon matters that are pertinent to the alliance.

## Blue Light Collaboration Joint Advisory Board

The Warwickshire Blue Light Collaboration Joint Advisory Board has been established to look at opportunities to enhance blue light services and collaboration both within and outside the county, including the contribution they make to other areas like health and social care.

Comprising senior representatives from the Office of the Police and Crime Commissioner for Warwickshire, Warwickshire Police, Warwickshire Fire and Rescue Service, Warwickshire County Council the board enables joint discussions on an informal basis in order to promote better understanding the available opportunities for collaboration. The following initiatives have already been implemented: -

- Missing Persons – Police led searches in cases of high risk of harm assisted by the FRS.
- Anti-Social Behaviour Intervention Team, funded by myself.
- Small Fires Unit.
- Fatal Four Road Traffic Collision Reduction Programme.
- Bicycle Intervention, Knowledge and Education (BIKE).
- Rural Crime – Arson reduction in collaboration with Rural Crime Advisors.
- Safety Awareness Fire Education (SAFE).
- Operational Planning – Joint planning for major events.

I have also provided grant funding to Lowland Rescue to provide additional capability to support the police in the search and rescue of missing persons, particularly those that are considered vulnerable.

## Safer Warwickshire Partnership Board

Together with my office, I work closely with the Safer Warwickshire Partnership Board. The aim of this partnership is to reduce crime and disorder and promote safety in Warwickshire by providing support, advice and leadership to our partners and communities. The agencies involved include Warwickshire County Council, Warwickshire Police, Warwickshire Fire & Rescue Service, National Probation Service, Community Rehabilitation Company, North Warwickshire Borough Council, Nuneaton & Bedworth Borough Council, Rugby Borough Council, Stratford District Council, Warwick District Council, health partners and voluntary sector organisations.

The partners are signatories to the Warwickshire Community Safety Agreement 2017 – 2021 and the vision of ‘Working together to prevent harm and protect the most vulnerable’. This agreement is aligned to my Police and Crime Plan in terms of both the priorities and timescales. Individually and collectively we are committed to working together to reduce crime and maintain quality of life for people who live, work and visit Warwickshire

At a local level we also work with the four Community Safety Partnerships in Warwickshire which are multi-agency partnerships based in North Warwickshire, Nuneaton and Bedworth, Rugby and South Warwickshire. Also with Warwickshire Youth Justice Service, Drug and Alcohol Action Team and Warwickshire Against Domestic Abuse.

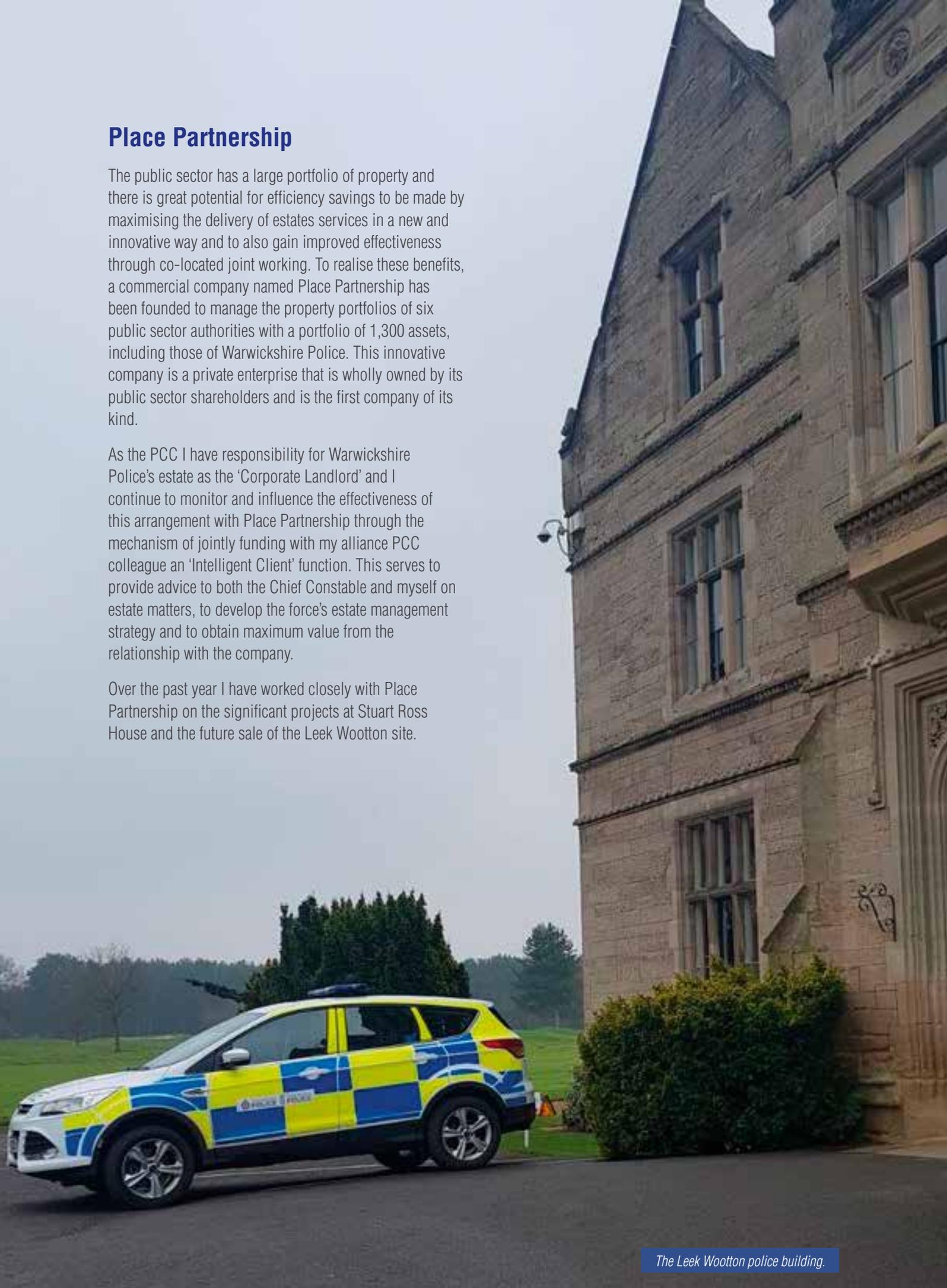


## Place Partnership

The public sector has a large portfolio of property and there is great potential for efficiency savings to be made by maximising the delivery of estates services in a new and innovative way and to also gain improved effectiveness through co-located joint working. To realise these benefits, a commercial company named Place Partnership has been founded to manage the property portfolios of six public sector authorities with a portfolio of 1,300 assets, including those of Warwickshire Police. This innovative company is a private enterprise that is wholly owned by its public sector shareholders and is the first company of its kind.

As the PCC I have responsibility for Warwickshire Police's estate as the 'Corporate Landlord' and I continue to monitor and influence the effectiveness of this arrangement with Place Partnership through the mechanism of jointly funding with my alliance PCC colleague an 'Intelligent Client' function. This serves to provide advice to both the Chief Constable and myself on estate matters, to develop the force's estate management strategy and to obtain maximum value from the relationship with the company.

Over the past year I have worked closely with Place Partnership on the significant projects at Stuart Ross House and the future sale of the Leek Wootton site.



*The Leek Wootton police building.*

# 8.4 Regional & National Policing

**The West Midlands policing region comprises the four forces of Warwickshire Police, West Mercia Police, West Midlands Police and Staffordshire Police. While each force has its own Police and Crime Plan and local priorities, there are areas of operation which benefit greatly through joint working to provide effective and efficient policing. This collaboration also contributes towards the national and international policing capabilities.**

## Key Achievements 2017/18

### Regional Governance Group (RGG)

These meetings consist of the four PCCs of the region together with their respective Chief Constables and are held quarterly. The RGG provides key governance and oversight of regional collaborations and enables collective strategic decisions to be made. The meetings have significantly developed to also allow for increased oversight of national programmes that may have local and regional implications.

### Regional Collaboration

Regional working has been strengthened over the last year with the bedding in of the two Regional Policy and Research Officers (PROs), jointly funded by the four Police and Crime Commissioners of the region. They provide scrutiny on the performance of the Regional Organised Crime Unit (ROCU), National Police Air Service (NPAS), Counter Terrorism Unit (CTU), regional roads policing, together with oversight of key national programs that impact on our region.

### Strategic Policing Requirements (SPR)

The SPR identifies the significant national threats for policing and the national capability the police forces in England and Wales must contribute to in order to mitigate these threats, namely: -

- Terrorism.
- Serious and Organised Crime
- Cyber Crime
- Threats to Public Order.
- Civil Emergencies
- Child Sexual Exploitation.

It is the duty of the Chief Constable, to ensure that the force has the necessary capacity and capability to respond to these threats at a local level and to also contribute and support the national requirement. The force also has to ensure that officers and staff are trained and equipped so that they are able to work seamlessly with officers and staff from other forces.

## Specialist Capabilities Programme (SCP)

The national SCP was commissioned by Police and Crime Commissioners and Chief Constables in 2015. This programme focuses on a range of specialist capabilities, including surveillance, major investigations, armed policing and roads policing, in order to determine how these capabilities can be better coordinated and delivered to improve the effectiveness of policing. A vision for the programme was co-created with a wide range of stakeholders, namely: -

***‘To better protect the public, we will enhance our response to new and complex threats, developing our network and the way we deliver specialist capabilities by reinforcing and connecting policing locally, regionally, nationally and beyond’.***

With the other RGG members I am fully engaged in the governance of the programme and I have been ensuring that the programme's vision is delivered in a manner that considers the needs and structures of Warwickshire Police. To assist me in this function, the Regional Policy Officers are continuing to coordinate the composite regional support for the programme.

## Regional Organised Crime Unit (ROCU)

ROCUs form a critical part of the national policing network to protect the public from serious and organised crime. They provide a range of specialist policing capabilities to forces which help them to tackle serious and organised crime effectively. ROCUs investigate and disrupt organised crime groups operating across police force boundaries and also act as an important point of connection between police forces and the National Crime Agency (NCA).

The regional collaboration of the ROCU of the West Midlands policing region provides economies of scale, increased capacity and access to specialist capabilities, thereby enabling Warwickshire Police to better protect its communities from the threat of serious and organised crime. The ROCU has continued to develop over the past year with a substantial increase in resources and funding from local forces. As a result, the ROCU is now delivering almost double the number of operations than all the four forces achieved prior to regionalisation. The ROCU has

been particularly beneficial in areas such as County Lines, to provide a robust coordinated regional response to the activity of drug dealers from urban metropolitan areas who use communities in the shire counties as a market for controlled drugs.

The Regional Policy Officers have been working closely with the unit to enhance the performance metrics available, with a combination of both qualitative and quantitative measures to enable the PCCs to influence service development. The RGG provides me and my regional counterparts with the opportunity to hold the ROCU to account in respect of both performance and finance, to demonstrate value for money.

## Financial Investigation

My PCC colleagues and I have led a close scrutiny into the area of financial investigation, aiming to further maximise cash seizures and the use of the Proceeds of Crime Act 2002 to take money and assets away from criminals who seek to profit from crime. This will result in a more efficient and effective mechanism to tackle criminality in Warwickshire.



*Officers conducting a raid on a property in Stratford-upon-Avon.*

## National Police Air Service

The National Police Air Service is a key element of policing in Warwickshire. As such, I have continued to actively contribute to debates about the future of aviation support in policing via the appropriate channels. I will continue to do so as the service evolves in my role as stakeholder and co-commissioner of NPAS. My priority in the next 12 months is to ensure that the service continues to deliver value for money whilst providing the best service to operational police officers in Warwickshire.

## Roads Policing

In April 2018 a new roads policing model is to be introduced in Warwickshire, whereby the two forces of the alliance will combine their road policing assets. Prior to this date West Mercia Police was a member of the Central Motorway Policing Group (CMPG) along with West Midlands Police and Staffordshire Police. This new structure will undoubtedly strengthen Warwickshire Police's capacity, capability and resilience in this area of operations. At the same time I will continue to work alongside the remaining members of the CMPG to ensure that we are working together in training and professionalising our officers in motorway policing.

There will also be an added focus on enforcement to deny criminals the use of roads, prevent cross border criminality and protect the public.

## Counter Terrorism and Domestic Extremism

The devastating impact on communities of terrorism, extremism and its fear was only too clear to see following the atrocious attacks carried out last year in the UK and elsewhere. This heightened concern has resulted in an extra £50m of national funding for counter terrorism policing for 2018/19.

Performance management for counter terrorism and domestic extremism is done through the RGG where my PCC colleagues and I are presented with quarterly information on policing activity related to counter terrorism and domestic extremism.

In Warwickshire there were two counter terrorism arrests last year, demonstrating that there is absolutely no room for complacency. As such, counter terrorism and domestic extremism remain priority areas for Warwickshire and I continue to maintain oversight of the force's plans and structures that support local, regional and national action to counter the threat to our communities.

## Prevent

At a local level, I also fund a member of staff embedded with Warwickshire County Council to deliver the Prevent strand of the government's counter-terrorism strategy, known as CONTEST. Its aim is to stop people becoming terrorists or supporting terrorism and whilst Prevent seeks to address all forms of terrorism, it prioritises according to the threat posed to national security.



**COUNTER  
TERRORISM  
POLICING**

**ACT**

**ACTION  
COUNTERS  
TERRORISM**



# 8.5 Finance

**Under the Police Reform and Social Responsibility Act 2011 I have a statutory duty to set the force budget and determine the policing precept. In properly exercising this responsibility it's essential that I achieve value for money and seek to drive out inefficiencies and maximise effectiveness wherever possible for 'A safer, more secure Warwickshire'.**

## Key Achievements 2017/18

The 2017/18 total revised net revenue budget for Warwickshire was £98.001m 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 a total of £2.234m. This means that the actual amount required from our reserve was less than originally budgeted. The main variances in 2017/18 are shown below: -

Area of spend – under / over spending	£m
Policing	2.003
Office of the PCC	0.231
<b>Total net underspend in 2017/18</b>	<b>2.234</b>

Warwickshire's reserve balances, which stand at £19.2m at the end of the year, are healthy and are an important part of the strategy to deliver my objectives. They are helping to continue to minimise the effect of future budget reductions, by phasing their use over the life of the current Medium Term Financial Plan (MTFP), in addition to part-financing the transformation programme and the significant levels of capital investment.

The budget and MTFP was agreed with the Police and Crime Panel in February 2017, which outlined the planned use of reserves, reducing balances to £7.3m by 2021/22. The use of reserves and reserve balances are reviewed rigorously each year to ensure that they remain adequate against the risks we face.

To ensure the force remains both effective and efficient, it is undergoing significant programme of transformation, much of which is reliant on capital investment. During 2017/18 £26.5m of capital expenditure has been incurred across the alliance. This includes £11.5m spent on our estates strategy, with the majority of spend relating to the new Operational Control and Command Centres (OCC's). The financial year 2017/18 saw the completion of the construction and refurbishment phase of the new unified OCCs at Stuart Ross House, Warwick and at Southwell

House, Hindlip. Work to install and connect the new ICT systems to them is now underway and it is hoped that they will become fully operational later in 2018/19.

Over £11.9m has been invested in our ICT systems in 2017/18, to streamline and update them to ensure they are capable of meeting the needs for 21st century policing. This includes the systems for improved incident management, more effective contact with the public, mobile working equipment, the upgrades of data networks, improved telephony systems and the full roll-out of body worn video equipment to front line officers. This also includes £1.6m of spend on the automatic number plate recognition system in 2017/18 to facilitate more effective policing.

Significant levels of investment are planned to continue, with £26.3m anticipated over the period up to 2021/22, principally in respect of ICT and estates. I am continuing to drive value for money across all areas of policing, but recognise that there are a number of financial challenges in the medium term, with Warwickshire Police facing a savings target of £11.7m between the period 2018/19 to 2021/22. I am confident that the work the force is doing to transform policing will ensure that we meet the challenges of both the present and the future.

# 8.6 Governance

**Good governance, assurance, accountability and transparency are key tenets of holding public office. As the elected Police and Crime Commissioner I ensure that those principles are applicable to myself as well as the Chief Constable, who I hold to account on behalf of the public and communities of Warwickshire.**

## Key Achievements 2017/18

### Police and Crime Panel

It is vitally important that as the Police and Crime Commissioner my performance is statutorily scrutinised and challenged in order to provide a 'check and balance' to the authority my position holds and to the strategic actions and decisions I make. This function is primarily performed by the Police and Crime Panel and it holds me to account by acting as a 'critical friend'. The Panel is not responsible for holding the Chief Constable or Warwickshire Police to account and is not a replacement for the Police Authority. The Panel scrutinises the actions and decisions of myself, not the performance of the police force.

In Warwickshire the Panel membership comprises of five Warwickshire County Councillors and one Councillor from each of the five Districts and Boroughs, together

with two co-opted independent members. Over the last twelve months the Panel has met six times at different venues across the county and all panel meetings are held in public. Our relationship ensures transparency and openness in the strategic decision making of police services throughout Warwickshire.

Underpinning the panel are two separate working groups, the Performance and Planning Working Group and the Budget Working Group. These groups conduct additional scrutiny of my work and they play an important role in shaping the Panel's work programme. As well as scrutinising my work the Panel unanimously agreed my precept decision for the 2018/19 financial year for funding for Warwickshire Police. The Panel also produces its own annual report commenting upon its activities during the year. For more information on the work of the Panel, visit: [www.warwickshire.gov.uk/policeandcrimepanel](http://www.warwickshire.gov.uk/policeandcrimepanel)



Members of the Warwickshire Police and Crime Panel.

## Quality Mark

It was gratifying to learn that for the third year in succession my office has been awarded an 'OPCC Transparency Quality Mark from Comparing Police and Crime Commissioners (CoPaCC), in recognition that we have met our statutory requirements on openness and transparency. CoPaCC are a body that advises and supports police and criminal justice organisations to monitor policing governance in England and Wales.

***“The public need independent, consistent and clear information on the performance and activities of their PCC. Transparency is essential to promote confidence in the elected PCC”.***

***– Home Office***

## Freedom of Information

The Freedom of Information Act 2000 provides public access to information held by public authorities, including that of the Office of Police and Crime Commissioner. It does this in two ways: -

- i. Members of the public are entitled to request information from public authorities: - In the last twelve months my office has dealt with a total of 29 Freedom of Information requests from a range of different sources on a variety of subjects.
- ii. As well as responding to requests for information, I must publish information proactively. The Freedom of Information Act requires every public authority to have a publication scheme, approved by the Information Commissioner's Office (ICO), and to publish information covered by the scheme. It sets out my commitment to make certain classes of information routinely available, such as policies and procedures, minutes of meetings, annual reports and financial information.

To assist with this commitment I have recently re-launched a refreshed OPCC website with a new look and structure, making finding information about my work my office even easier.

## Holding to Account

It terms of holding the Chief Constable and the force to account, the following mechanisms are those I employ to inform, scrutinise, challenge and assure: -



*The weekly meeting with Chief Constable Martin Jelley*

## Chief Constable Meeting & Challenge

I hold a weekly meeting with the Chief Constable to discuss and scrutinise areas of significance and concern. The minutes of the meeting are signed off and the open session minutes are published on the OPCC website. Once a month the meeting focuses on the specific areas of force performance, where a written set of questions is prepared by my office for the Chief Constable's attention. The response to these performance questions is delivered verbally at the meeting and a written explanation is also provided for the scrutiny of quarterly performance data.

## Joint Audit Committee

In view of the Strategic Alliance between the two forces, Warwickshire and West Mercia have a Joint Audit Committee, 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 six independently recruited members of the community, all with financial and audit backgrounds and experience.

In addition to enabling the Chief Constable and myself to fulfil our requirements in relation to the relevant Accounts and Audit Regulations, internal audit is needed to satisfy ourselves that effective internal control systems are in place and to satisfy the external auditor that financial systems and internal controls are effective and that the Police Fund is managed so as to secure value for money.

## Trust, Integrity, Ethics Committee (TIE)

Police integrity is crucial if the public are to trust the police to use their powers wisely and, above all, fairly. To help build that trust and public confidence in the ethical governance and actions of both Warwickshire Police and West Mercia Police my predecessor established with his West Mercia counterpart, a TIE committee for the alliance. The committee consists of a small number of independent members and its activity is helpful to ensure that police officers and staff do the right thing, in the right way.

Over the last year the TIE has considered:

- Use of drones.
- Professional Standards Department performance
- The Anti-corruption Unit.
- HMICFRS PEEL Reports

## Independent Custody Visitors

As the PCC I have the responsibility for administering the Independent Custody Visitors (ICV) scheme in Warwickshire. The scheme consists of volunteers who are members of the public from local communities and it allows them to inspect the way the police force detains people while held in their custody.

The ICVs are able to attend the police custody suites unannounced where they can communicate with persons held in detention there, to ensure that their legal and welfare rights and entitlements are being met. They are able to raise any immediate concerns regarding a person's treatment or detention with the custody officers and identify any worrying trends or poor practices in the custody environment to help drive improvements. This public oversight helps to prevent harm and provides public reassurance that the custody environment is safe and treats the detainee with dignity and respect.

The ICV's also submit a report on their visit to the OPCC for scrutiny and I'm pleased to report that in Warwickshire 83 visits to custody were made in the last year. I very much welcome their contribution to providing an independent insight into the force's custody suites.

## Police Legitimacy

Quite rightly, there is a great deal of public interest and concern as to legitimacy of the police service in terms of its use of force, powers of 'stop and search'. My office is represented at the Board that considers both of these areas of police operation, to provide scrutiny and accountability.

### *Stop and Search*

In respect of 'stop and search', the force continue to comply with the Home Office 'Best Use of Stop and Search Scheme'. The principal aims of the Scheme are to achieve greater transparency, community involvement in the use of stop and search powers and to support a more intelligence-led approach, leading to better outcomes, for example, an increase in the stop and search to positive outcome ratio. By adopting the Scheme the force will use stop and search strategically, which will improve public confidence and trust. In addition, the force has taken steps to address disproportionality, in terms of the ethnicity of those subject to stop and search, through more comprehensive data capture, increased scrutiny by the force and oversight by the Independent Advisory Groups (IAG). The IAG members are volunteers drawn from our communities from various backgrounds and their purpose is to advise on policing issues that may cause concern to local people and communities.



## USE OF FORCE (OCTOBER-DECEMBER 2017)

Less than **1%** of incidents involved use of force  
 Total number of incidents: **31,459**  
 Number of uses of force recorded: **305**



### GENDER OF SUBJECT:



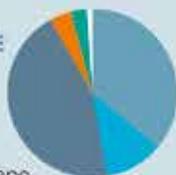
**9%** Female  
**89%** Male  
**2%** Unknown/not stated

### ETHNICITY OF SUBJECT:



**8%** Black  
**3%** Asian  
**84%** White British/European  
**5%** Unknown/not stated

### REASON FOR USE OF FORCE\*:



**36%** Arrest  
**11%** Prevent escape  
**44%** Protecting people (including subject, public and officers)  
**4%** Method of entry  
**3%** Prevent offence, effect a search or secure property/evidence  
**17%** Other

\* Multiple reasons can be recorded for each use of force incident

### CONDUCT OF SUBJECT:



**28%** Struggle  
**13%** Making off  
**2%** Spitting and biting  
**1%** Kicking, punching, head-butting  
**7%** Weapon  
**4%** Method of entry  
**17%** Threats or gestures  
**0%** Compliant  
**0%** Passive resistance

**19%** of subjects were believed to have a mental health condition

**15** complaints against police officers

**54** incidents of officers assaulted

## Use of Force

I'm pleased to be able to report that Warwickshire Police now publish figures on the use of force by its officers and I welcome the publishing of this data to provide additional transparency and scrutiny, as the public rightly needs assurance that when force is used by the police it is lawful, necessary, proportional and accountable. Equally, it will also serve to highlight the often difficult and sometimes dangerous situations that police officers face as they protect the public from harm. It's also worth reinforcing the fact that police officers respond to thousands of incidents every day and as the figures show the vast majority (99%) are resolved without the use of any force.

<https://www.warwickshire.police.uk/useofforce>

# 8.7 Warwickshire Police Performance

**As the Police and Crime Commissioner I do not have any authority in relation to operational policing decisions, they are solely a matter for the Chief Constable. I do however have a statutory duty to ensure an effective and efficient police force. This requirement is reflected in my 'Police and Crime Plan' as one of my four key objectives, along with that of preventing and reducing crime.**

## Key Achievements 2017/18

### HMICFRS

Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) provides an annual independent thematic inspection and assessment of the force's performance in terms of its effectiveness, efficiency and legitimacy.

In last year's annual report I was pleased to note that Warwickshire Police had been rated by HMICFRS as 'good' in its overall inspection programme assessment, an improvement on the previous year. Warwickshire Police had also been graded as 'good' in all three areas of assessment during 2016. It was therefore with disappointment that the 2017 assessment was less positive, with two of the three areas of inspection requiring improvement. The ratings for each area of the inspection were as follows: -

- Effectiveness – Requires Improvement
- Efficiency – Good
- Legitimacy – Requires Improvement

The inspectors highlighted a number of key areas where the force needs to do more to better protect the public and provide a more effective service, however there was also recognition of the many aspects where the force has improved and of the hard work and dedication of the workforce.

As the PCC I have a responsibility to comment on the Warwickshire-specific reports published by HMICFRS and send a response to the Home Secretary. In the majority of cases the inspection reports identify a number of areas for improvement. In response, the force has developed an action plan to deliver the required improvements, achieved through a core group to senior officers and police staff and overseen by chief officers. My office continues to monitor the progress of these improvement plans.

Full details of the HMICFRS inspection reports for Warwickshire can be found at: -

[www.justiceinspectorates.gov.uk/hmicfrs/peel-assessments/peel-2017/warwickshire/](http://www.justiceinspectorates.gov.uk/hmicfrs/peel-assessments/peel-2017/warwickshire/)

Details of my response to the Home Office regarding the HMICFRS inspection reports can be found at: -

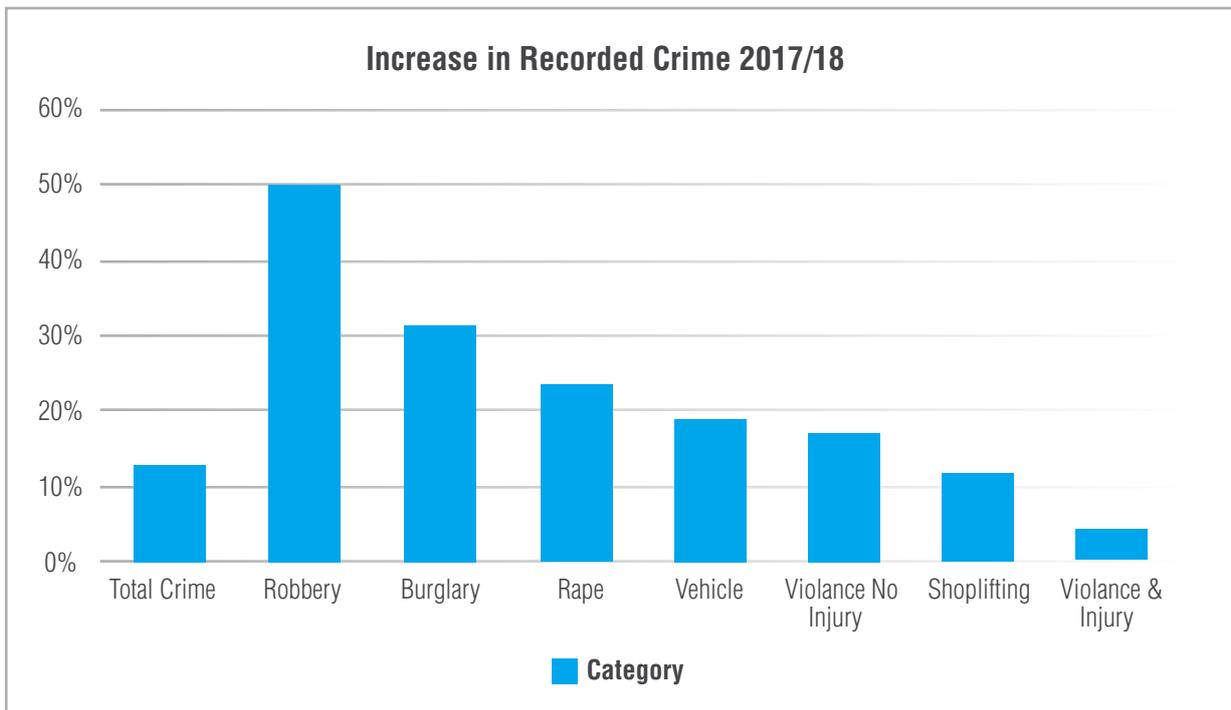
[www.warwickshire-pcc.gov.uk/key-information/hmicfrs-reports/](http://www.warwickshire-pcc.gov.uk/key-information/hmicfrs-reports/)

## Service Improvement Board (SIB)

The alliance has implemented a Service Improvement Board (SIB), which my Chief Executive attends. The purpose of the board is to provide accountability and assurance that the force is delivering against the areas for improvements as identified in the HMICFRS reports and to establish themes for organisational learning. If there are areas that I deem to require further scrutiny, then I raise these directly with the Chief Constable via our weekly meeting.

## Recorded Crime.

Warwickshire Police saw a 12% rise in total recorded crime for the period 2017/18 when compared to 2016/17. The various categories of crime are illustrated as follows: -



### i. Crime Survey for England & Wales (CSEW)

The CSEW provides an independent measure of the public's true experience of crime through face to face interviews and also captures crime that were not reported to the police. The latest survey results published in January 2018 shows that many of the high-volume crimes, such as lower harm violent crime, criminal damage and most types of theft, were either estimated to be at levels similar to the previous year or to have fallen. It also shows that crime is not a common experience for most people, with 8 in 10 adults surveyed by the CSEW not being a victim of any of the crimes asked about in the survey. That said, there is absolutely no complacency regarding force performance as any crime is one crime too many. Preventing and reducing crime and mitigating the impact of crime on victims and survivors are both objectives of my Police and Crime Plan and fundamental to my work and that of my office.

## ii. Performance Scrutiny

The first six months of the year were particularly challenging in respect of rising crime figures and although they could be partly explained by changes to National Crime Recording Standards as determined by the Home Office gave cause for considerable concern.

In November 2017 I consequently made a Formal Challenge to the Chief Constable by writing to him to understand the reasons for the increase in recorded crime, officer sickness levels and deteriorating road safety statistics in Warwickshire. I requested his professional assessment of the operational pressures faced by the organisation and details of the action, both proposed and taken, to remedy this position. The Chief Constable's written response to this challenge is accessible through the OPCC website.

Since this time reported crime levels have significantly fallen, such that the end of the year crime recording figures are similar to those experienced by the Most Similar Group (MSG) of forces with which Warwickshire are compared. It also represents a significant recovery and improvement when considering the disappointing figures for the first half of the year.

I also meet with the Chief Constable every week and once a month the meeting focuses on the specific areas of force performance, where a written set of questions is prepared by my office for the Chief Constable's attention. The response to these performance questions is delivered verbally at the meeting and a written explanation is also provided for the scrutiny of quarterly performance data. My office also attend the quarterly Performance Management Group meeting where force performance is examined and scrutinised in greater depth.

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 for concern in a prompt and timely manner.



# 9. Looking Forward

**The coming year will see new opportunities and challenges for Warwickshire Police and its partner agencies, along with new areas of focus for my office. Whilst much has already been achieved over the past year, there is much still to do and more progress to be made. My commitment to meet the ambitions of my Police and Crime Plan and deliver 'A safer, more secure Warwickshire' will remain a constant throughout.**

Over the next year and beyond I will: -

- Oversee the introduction by the Chief Constable of a new operational policing model for Warwickshire Police. This will seek to ensure that more officers are on duty at the times that the public needs them most, with a focus on collaborative working with partners to solve problems in local communities.
- Invest the additional funding raised through the 2018/19 Police Precept directly into frontline policing, through the retention of 50 police officer posts to support the new policing model. This will bolster the number of officers working in areas such as firearms, patrol, roads policing and investigation, while keeping Safer Neighbourhood Teams as the bedrock of local policing.
- Maximise the benefits of new technologies, such as body worn video, while encouraging greater visibility of policing through the continued roll-out of systems to enable mobile working.
- Continue the programme of modernising the police estate, to ensure it is fit-for-purpose and can efficiently support the delivery of police services. This will include the opening of the new Operations Communications Centre at Stuart Ross House, complete with state-of-the-art telephony, intelligence and call handling systems, providing the best possible service to the public. This aims to drive increased levels of satisfaction and confidence when people contact the police.
- Secure maximum value for the taxpayer from the sale of the former police headquarters at Leek Wootton, once Stuart Ross House is operational.
- Hold the Chief Constable to account in delivering improvements to the ratings from external inspections by Her Majesty's Inspectorate of Police and Fire & Rescue Services.
- Work with partners and the police on two training seminars to improve the problemsolving capabilities of frontline practitioners, building on national best practice and helping to empower local communities to reduce crime and anti-social behaviour and thereby improve the quality of life.
- Continue to promote improved road safety through a programmed campaign of enforcement and education, to reduce the number of people killed and seriously injured on the county's highways.
- Play an active part in the emerging work nationally and locally on emergency services collaboration. I will seek to deepen the working relationships between police, fire, ambulance and wider health services, with particular regard to the role mental health services play in protecting people from harm.
- Continue to develop commissioned and co-commissioned services for victims, including specialist support for those affected by sexual abuse, violence and child sexual exploitation. This will maximise available funding and ensure good quality, accessible services for Warwickshire residents.
- Continue my commitment to obtain fairer Home Office funding for Warwickshire Police.

- Provide grant funding for initiatives which support the aims and objectives of my Police and Crime Plan, including schemes and projects which:-
  - Address sexual abuse and/or child sexual exploitation;
  - Deliver positive diversionary activities to identified young people;
  - Deliver countywide domestic abuse perpetrator interventions;
  - Deliver targeted drugs and alcohol interventions.
- Work in close partnership with agencies and organisations across Warwickshire including local authorities, voluntary organisations, community safety partnerships, criminal justice agencies and business, rural and local communities.
- Continue to engage widely with the people of Warwickshire, welcoming challenge and debate and ensuring the public have access to the information they need to understand and review the work that I do.
- Champion public participation in policing, including a strong emphasis on volunteering. I look forward to working with the Chief Constable and other officers, staff and volunteers of Warwickshire Police, as well as with my other partners nationally, regionally and locally over the next year and beyond to as I continue to deliver the objectives of the Police and Crime Plan.

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**County of Warwickshire**

**Scale 1: 50000**

roduced by HTi Group



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

## 10. Contact Details



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

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

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

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

**Telephone:** 01926 412322

**For media enquiries please call** 01926 412418

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

**t** @WarwickshirePCC

**f** WarwickshirePCC

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