



Warwickshire
Police and Crime Commissioner
Draft Annual Report 2018/19

'A SAFER, MORE SECURE WARWICKSHIRE'

CONTENTS

FOREWORD3

MY ROLE AND RESPONSIBILITIES4

CONSULTATION & ENGAGEMENT9

PUTTING VICTIMS AND SURVIVORS FIRST.....14

ENSURING EFFICIENT AND EFFECTIVE POLICING.....18

PROTECTING PEOPLE FROM HARM24

PREVENTING AND REDUCING CRIME31

SAFEGUARDING AND VULNERABILITY41

PARTNERSHIPS & COLLABORATION.....42

REGIONAL & NATIONAL POLICING45

FINANCE49

GOVERNANCE51

WARWICKSHIRE POLICE PERFORMANCE.....57

LOOKING FORWARD61

CONTACTS62

FOREWORD

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

On the national stage we have seen a sustained debate on police funding, against a backdrop of rising volumes of violent crime and considerable concern over knife offences in large metropolitan cities. Fortunately, Warwickshire has continued to buck many of these trends, actually seeing a small reduction in crime overall and not seeing the rise in knife crime offences or knife-related deaths that have been experienced elsewhere.

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

The Home Secretary's announcement of a boost in central police funding late in 2018, plus the granting of further increased flexibility for Police and Crime Commissioners to raise more through their local police precept for a second year running has been extremely welcome and has enabled me to begin the process of rebuilding the strength of policing locally. I have been clear that any increases in funding provided by local taxpayers must be spent on frontline policing and, as you will read elsewhere in this report, this is what is being delivered with around 150 new officers set to hit the streets of Warwickshire by the end of 2019.

I am confident that this will deliver a noticeable difference to local communities, who have consistently told me they were prepared to pay extra - but only on the understanding that it would mean extra 'boots on the ground'. With one of the largest percentage increases in officer numbers of any police force in the country, I can report that I have wholeheartedly been able to deliver on this promise.

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

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

I have been keen to ensure that this unplanned activity does not detract from the collective efforts to deliver the objectives of my Police and Crime Plan. As you will see from this report, I am pleased to say this has not been the case, with considerable progress being made in all of the key areas by my office.

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

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

Philip Seccombe TD

Police and Crime Commissioner for Warwickshire

Police and Crime Plan 2016 - 2012

A copy can be viewed at: -<https://www.warwickshire-pcc.gov.uk/police-and-crime-plan/>

The documents is also available in hard copy upon request

MY ROLE AND RESPONSIBILITIES

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

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

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

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

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

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

Chief Constable

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

NATIONAL RESPONSIBILITIES

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

OFFICE OF THE POLICE AND CRIME COMMISSIONER (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, six Development and Policy Leads and an Administration Team of two people. In addition, a Treasurer, Head of Finance and Strategic Estates Manager are currently jointly shared with the Office of the West Mercia Police and Crime Commissioner.

In order to effectively manage the 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.
- Victims and Equality.
- Standards and Integrity.
- Vulnerability and Health.
- Performance and Scrutiny.

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

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

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

OPCC

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

www.warwickshire-pcc.gov.uk/your-pcc/the-opcc-team/

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

GENERAL DATA PROTECTION REGULATIONS

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

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

COMMISSIONER'S GRANT SCHEME

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

Grants 2018/19

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

Projects tackling domestic violence, drug and alcohol abuse, sexual offences and programmes providing positive diversionary activities for young people are among the county initiatives being given a boost through my annual grants scheme. Equally, I have been very keen to ensure that the

needs of victims have the right level of help and support available to help them cope and recover from the impact of crime and this is reflected in the other awards I have made for the year ahead.

In Principal Grants

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

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

GRANTS 2019/20

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

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

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

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

CONSULTATION & ENGAGEMENT

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

communities are policed and to enable a better understanding of the challenges of modern policing.

Key Achievements 2018/19

My role as the Police and Crime Commissioner for Warwickshire is to work with other services to ensure the safety of the community and deliver effective criminal justice. This involves listening to people and taking their views on the issues that affect them in their community, as well as hearing the good practice and ideas for improvement which residents often tell me about.

I must also ensure that my Police and Crime Plan meets their needs and expectations, ensuring that the public has a strong voice in how their community is policed.

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

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

Nevertheless, I have still been able to engage with a wide range of events with the public and key stakeholders during the course of the year. My strategy was reviewed by the Police and Crime Panel in March 2019 and will be refreshed with new areas of focus for 2019/20, with a key objective will be to improve engagement with those communities that are under-represented groups and seldom heard.

CONSULTATION

Precept

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

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

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

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

You Said - We Did

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

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

ENGAGEMENT

Public Engagement

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

Over the course of the year my Office also dealt with in excess of a 1,000 pieces of correspondence received from a diverse range of sources and covering a wide spectrum of issues. Each required

some form of response and in many of these cases this involved liaising with Warwickshire Police and partner agencies to address the concerns of members of the public and elected members.

Media Relations

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

Members of Parliament

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

Local Councillors

I am very keen to engage with the county's elected members and consequently have attended a number of the county's district / boroughs 'Scrutiny and Oversight Committees' as well as multiple parish council meetings and community forums over the past year. Such events provide me with an opportunity to explain my role and to provide an update on the progress made in achieving the objectives of my Police and Crime Plan, as well as listening to their views and feedback to gain a deeper appreciation of the issues of concern to the local communities.

Warwickshire Police

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

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

Police Cadets

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

As part of my commitment to the cadets, I took part in their annual five day residential stay at an outdoor pursuits centre in Devon, designed to help develop their spirit of adventure and good citizenship. During my visit the cadets took part in a search and rescue exercise - with me as the person needing to be recovered - and tried their hand at surfing in the afternoon. I joined them in catching the waves and overall it was a highly enjoyable day and a great chance to engage with younger members of our community.

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

PCC Award - Excellence in Policing and Community Safety

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

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

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

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

PUTTING VICTIMS AND SURVIVORS FIRST

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

Key Achievements 2018/19

VICTIMS NEEDS ASSESSMENT

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

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

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

COMMISSIONING OF SERVICES FOR VICTIMS

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

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

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

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

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

MINISTRY OF JUSTICE

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

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

CASE STUDY - VICTIM SUPPORT

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

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

Quotes from victims

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

Victim Support

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

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

Monday to Friday from 9am to 5pm.

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

Or request support via www.victimsupport.org.uk.

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

“Thank you for everything you’ve done. You’ve made me feel so empowered.”

VICTIMS AND WITNESSES CHARTER

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

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

VICTIM AND WITNESS FORUM

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

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

ENSURING EFFICIENT AND EFFECTIVE POLICING

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

Key Achievements 2018/19

POLICE FUNDING

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

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

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

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

residents and communities of Warwickshire.

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

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

This precept rise equates to an additional 50 pence per week for a Band D property and I have ensured that all of the additional money raised will be spent on police officer and police staff posts here in Warwickshire. The additional funding will enable Warwickshire Police to recruit an additional 100 staff consisting of 85 police officers, 5 Police Community Support Officers and 10 civilian crime investigators. When added to the 50 police officers funded through the precept rise in 2018/19, this will ultimately bring Warwickshire Police's establishment up to 963 officers by the end of 2019.

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

RECRUITMENT

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

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

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

Armed Forces

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

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

NEW POLICING MODEL

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

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

Whilst there has been a delay in filling these new posts due to the inherent time lag in recruiting new officers and members of staff, I am confident that with the considerable investments I have

made to support frontline policing will ensure that we can progress to build 'A safer and more secure Warwickshire'.

ATHENA

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

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

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

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

WORKFORCE HEALTH AND WELL BEING

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

VISION AND VALUES

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

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

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

ENDING OF THE ALLIANCE WITH WEST MERCIA POLICE

On the October 8, 2018 West Mercia Police formally served notice of their decision to terminate strategic alliance it had with Warwickshire Police. This decision is to take effect from the October 9, 2019.

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

Since the notice of termination, I have been working closely with the chief officers of Warwickshire Police to determine the best course of action to safeguard the delivery of policing services in Warwickshire. A change team has been established within the force to make detailed and costed assessments of each area of the force's business and understand what elements may be best delivered

by the force wholly in Warwickshire or through continued collaboration with West Mercia or other partners. This has included assessing options to provide services on a hosted, shared or standalone basis. The default position is that the services which had formerly been shared will be separated, should no further agreement be reached,

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

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

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

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

PROTECTING PEOPLE FROM HARM

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

Key Achievements 2018/19

DOMESTIC ABUSE

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

PCC Funded Victim Programmes

Domestic Violence and Abuse Support Service.

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

With Warwickshire County Council I jointly commission the Domestic Violence and Abuse Support Service, including the provision of Independent Domestic Violence Advisors (IDVA), Outreach Workers and Helpline. It also incorporates managing the Identification and Referral to Improve Safety (IRIS) service, a general practice-based domestic violence and abuse (DVA) training support and referral programme.

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

- **Refuge.**

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

Coordination of Warwickshire's Multi-Agency Risk Assessment Conferences (MARAC). The MARAC is a monthly multi-agency risk assessment conference which reviews the safety of victims of domestic abuse identified as being at high risk.

Management of the Sanctuary Scheme. This innovative victim-centred initiative is designed to enable victims of domestic violence who wish to remain in their own accommodation the opportunity to do so when it is safe and the perpetrator does not live there. If a victim feels compelled to move then the disruption to family and other support networks, education and employment can sometimes lead to homelessness.

Twenty-four units of accommodation available in locations across Warwickshire for housing those affected by domestic violence.

A single point of contact and specialist helpline.

Specialist advocacy for high risk victims.

Support for females aged 16 and over and their dependent children.

Provision of a children's worker.

Specialist support for minority communities.

- **Sycamore Counselling.**

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

- **Family Intervention Counselling Service.**

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

PCC Funded Perpetrator Programmes

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

- **Domestic Abuse Counselling Services (DACs).**

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

- **Family Intervention Counselling Service (FICs).**

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

VIOLENCE AGAINST WOMEN AND GIRLS

Every year in the UK 3 million women experience rape, domestic violence, forced marriage and so-called 'honour' crimes, female genital mutilation, stalking, trafficking and sexual exploitation. Such violence is a major cause of death and disability and is linked to other issues such as poor health, child poverty, social exclusion and economic and educational disadvantage. Over the last few years significant progress has been made in improving our services for those who experience gender-based violence, particularly domestic and sexual violence.

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

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

CHILD SEXUAL EXPLOITATION

I have made tackling Child Sexual exploitation (CSE) a key feature in my Police and Crime Plan and my Office have been working for the past year to secure further enhanced services for victims, by

directly commissioning support services on multi-year basis. I'm delighted that Barnardo's in a joint bid with RoSA have been successful in being awarded the contract and so the good work that has gone on to date will be able to progress and continue apace during the years ahead.

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

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

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

In March 2019 a Child Sexual Exploitation Awareness Day took place in Warwickshire. The issue is so important that the opportunity was taken to extend that to a week of activity to help raise the

Child Sexual Exploitation

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

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

If you're worried about the way someone is treating you, or someone else and
'Something's Not Right' call or text the free and anonymous helpline on 116 000.

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

profile and understanding among the public of this horrific crime.

Hate Crime

^{vii} In October 2018 I was delighted to present at the Warwickshire 'Love Instead of Hate' community conference, as promoting equality among communities and tackling discrimination are key parts of

the my Police and Crime Plan. The event was held as part of the Hate Crime Awareness Week and saw Warwickshire residents hear from inspirational people with amazing and humbling stories. Everyone came together to show that we embrace our difference with the aim to provide a greater understanding about what constitutes hate crime and how it can be reported, as it is widely unreported problem as victims don't always think a crime has been committed. The conference sought to: -

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

Hate Crime Charter

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

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

This initiative continues to build on the other great work undertaken through the Warwickshire Hate Crime Partnership and the charter clearly sets out how with the business sector we can collectively

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

create a safe environment where staff and customers can be supported.

LGBTQ Community

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

- **Warwickshire Pride**

^{ix}In August 2018 I had the pleasure of attending the Warwickshire Pride Festival at Leamington's Pump Room Gardens. In Warwickshire we respect and celebrate difference and diversity, so I was delighted to be asked to give the opening address. It's very important to me that everyone living in Warwickshire feels safe, supported and accepted for who they are, with access to equal opportunities. I was therefore keen to get this message across on the day, as discrimination because of who an individual is remains unacceptable.

Reporting

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

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

Hate Crime

Anyone who has experienced hate crime or wants more information should visit: -

www.reportthatenow.com

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

force to account.

ROAD SAFETY

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

Road Safety Fund

^xDuring the spring of 2019 a new £500,000 road safety fund was launched that I will make a major contribution to making our county highways and byways much safer places for all users. The financial backing for the scheme comes from funds from driver safety and speeding awareness

courses, meaning that those who break the law will be helping to directly fund schemes to alleviate anti-social and dangerous driving.

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

Operation Tramline

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

I took the opportunity to ride along with the officers during the operation and it was alarming to see drivers of heavy goods vehicles texting, using social media on their phones and even watching films! Over the four days of the initiative a total of 124 offences were detected, including one arrest.

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

Operation Snap

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

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

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 2018/19

PROBLEM SOLVING

^{xiii} In July 2018 a major new focus on problem solving in local communities was launched by my Office and Warwickshire Police and at a joint partnership conference in Rugby. The Warwickshire Problem Solving Partnership saw more than 100 delegates hear how structured problem solving techniques will be used across all aspects of policing to ensure that the issues that matter most to local communities can be tackled in a measured way, making the best use of resources and partnership expertise. The Chief Constable is committed to putting problem solving at the heart of everything the force does in order to tackle the underlying causes of problems and finding workable solutions. This will make a positive difference to communities and in doing so reduce the demand on police and other partnership resources.

The conference was the first in a series of measures being taken by the force to improve its approach to problem solving and in October 2008 a second 'follow-up' conference was organised, with a focus on specific examples of problem solving across the county, including some of the most challenging issues such as serious organised crime.

SUBSTANCE MISUSE

My Police and Crime Plan clearly outlines the need to address the underlying causes of offending behaviours rather than rely on enforcement alone. One of the key contributors to offending is substance misuse and as such I have committed to providing funding to address this problem in

Warwickshire. My Office also works with partners who identify those people with substance misuse issues who are at risk of being in contact with the criminal justice system, to provide them with the support they require to deter them from committing crime to fund their drug habit.

Grant Funding

I have historically provided funding to substance misuse services through my Commissioner's Grant Scheme. In 2018/19 I awarded £150,000 to the charity Change, Grow, Live (CGL) to address drug and alcohol misuse in relation to adult offenders, focusing on intervention and sustained recovery to reduce the risk of re-offending. I also awarded £35,000 to the charity Compass to support, engage and intervene early to prevent higher risk young people causing or suffering from crime and anti-social behaviour in Warwickshire. A further £40,000 was awarded to the Warwickshire Youth Justice Service (WYJS) to contribute towards engaging, educating and diverting young people away from crime through targeted substance misuse services.

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

- **The Bradby Club.** A youth club in Rugby to provide mentoring to high risk and / or vulnerable young adults. The organisation offer a Substance Misuse Service, providing advice to young people and aims to increase their awareness of substances. The Bradby Club also work closely with Compass and provide referrals into their specialist service where appropriate.
- **The Dare2Dream Foundation.** Providing bespoke programmes to vulnerable children and young adults in partnership with schools and local authorities. Amongst the topics delivered throughout the year were knife crime, substance misuse and raising aspirations.
- **Young People First.** Delivering the Brunswick Youth Project in Leamington Spa to provide diversionary activities, informal education and pastoral care to young people.
- **Aspire in Arts.** Providing activities and one-on-one mentoring to young people with challenging circumstances in Nuneaton and Bedworth. As part of this mentoring scheme some of these young people are identified as having substance misuse issues and may be referred on to Compass for specialist support.
- **Rugby Street Pastors.** Providing patrols in Rugby every Friday and Saturday night to support and engage with people in the night time economy. In the course of this work, the Street Pastors encounter individuals who are affected by substance misuse, administering first aid, providing physical support and referring them to a specialist substance misuse provider.

I also provide funding to each of the four Community Safety Partnerships (CSPs) in Warwickshire,

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

Partnership Working

Key partners were engaged with as part of the drafting the specification and in the evaluation of the applications for the commissioned contracts. In June 2018 I held an engagement event with partners and prospective bidders, where the main features of the services were outlined and providing attendees with the opportunity to comment on its appropriateness and breadth. This event was well-attended by partners from a number of stakeholder organisations.

SERIOUS AND ORGANISED CRIME JOINT ACTION GROUP

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

One key aspect of the work of the SOCJAG has been to tackle the so-called 'County-lines' criminals, who operate predominately out of the big urban areas like Birmingham, Liverpool, Manchester and London and seek to supply rural counties like ours with drugs. County-lines gangs often exploit children and vulnerable adults to move drugs and money when they move into a rural or suburban area for a short time, taking over the home of a vulnerable person to set up a base. Many of those taken advantage of by these gangs have been forced to carry out criminal activity by threats, grooming and extortion and can be described as modern day slaves.

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

CrimeStoppers

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

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

<p style="text-align: center;">CrimeStoppers</p> <p style="text-align: center;">Anonymous reporting on: - 0800 555 111</p> <p style="text-align: center;">Secure online at: - crimestoppers-uk.org</p>
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media campaign.

UNAUTHORISED ENCAMPMENTS

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

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

This cooperation culminated in a conference held by Warwickshire County Council and the OPCC 'The Effective Management of Unauthorised Encampments in Warwickshire'. The event was very well attended with speakers from across the whole spectrum of the GRT landscape and the following issues were considered: -

- **Civil Injunctions.** Used by local authorities to re-claim land.
- **Existing legislation.** Balancing the welfare needs of GRT against the law and the views of the settled community

- **Temporary Stopping Facilities.** The necessity to develop locations for transient movement.
- **Management of Unauthorised Encampments.**

The event was a very successful initiative and partnership board meetings are now considering next steps with a view to developing longer term sustainable and fair strategies and tactics and to try and move away from the short term reactionary measures of immediate law enforcement and eviction.

The GRT communities are part of our social fabric and this work is important to develop, promote and achieve peaceful coexistence. Warwickshire has been a pathfinder in this respect.

CYBER-CRIME

Tackling cyber-crime is one of the ambitions of my Police and Crime Plan. It was therefore very satisfying to learn from the police's National Fraud Intelligence Bureau that the total value of losses from cyber-crime suffered by people in Warwickshire dropped by more than half in 2018. This compares with a national increase of reported losses of 24%. At the same time, the reporting of cyber-crime has increased in Warwickshire by over 12% in the same period, compared with a national increase of just under 8%.

These figures show there is still much work to do to keep people safe from this type of crime, but to also acknowledge the really positive strides that we have made in the county over the past few years. It was with this in mind that I welcomed HMICFRS decision to conduct an inspection of Warwickshire Police as part of a national thematic inspection in respect cyber-dependent crime. I await their report, anticipated to be available later in 2019, with considerable interest. In addition, a cyber-crime survey is scheduled to be conducted in 2019, to build upon the information obtained in the previous two surveys that were conducted in 2016 and 2017, that should help inform the current position and the determine the direction of future activity.

Cyber Crime Advisors

^{xv} Research has shown that cyber-crime has traditionally been under-reported, so increasing awareness is important. To achieve this aim I fund the county's two Cyber Crime Advisors, Joseph Patterson and Abbey Baker, who are located with the Warwickshire County Council and work with Warwickshire communities and businesses to provide the latest advice and guidance on keeping safe. They also maintain the Cyber Safe Warwickshire website, which is a really useful resource on the latest threats, alongside information on the best ways to stay safe online and how you can report

Cyber Safe Warwickshire

For further information visit: - www.cybersafewarwickshire.com

For the latest advice follow Joe and Abbey on Twitter: - [@CyberSafeWarks](https://twitter.com/CyberSafeWarks)

cyber-crime.

- **Game Safe Warwickshire**

^{xvi}In April 2018 a special event designed to help educate young people, parents, teachers and other professionals about staying safe online was held in Warwick. It was organised by my two Cyber Crime Advisors at the time, Sam Slemensek and Alex Gloster, as part of my ongoing commitment to reduce cyber-crime by helping people understand the risks and potential harms they face online and what measures they can take to keep safe.

^{xvii}At this free event a presentation was given by Lorin LaFave, the mother of Breck Bednar and founder of The Breck Foundation (a charity that educates the Digital Generation to keep safer online). She campaigns for a safer internet and helps train police, educators, health practitioners, safeguarding leads, parents and pupils to ensure that young people are empowered to make safer choices for themselves online.

- **Businesses**

^{xviii}In May 2018 I presented at an event organised by the Coventry and Warwickshire Local Enterprise Partnership (CWLEP) Growth Hub to warn against the dangers of cyber- crime, in order to explain the progress that we had made in the county. The event at Stratford-upon-Avon gave businesses from across the local area the chance to hear from a panel of experts on the scale of the problem, what is being done to address it and how businesses can help protect themselves. The event was part-funded by the European Regional Development Fund, as part of the Coventry and Warwickshire Business Support Programme.

We can all help ourselves when it comes to protecting ourselves from cybercrime, and events such as this hosted by the CWLEP Growth Hub are key to helping people to safeguard against a cyber-attack and its effects.

Trading Standards

In addition to the Cyber Crime Advisors, I also fund two Trading Standards officers who are likewise located with Warwickshire County Council and are engaged in a range of on-line activities including:

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1. **Business Online Self-Assessment Toolkit.** Developing an online toolkit that will allow individual businesses to self-assess their own websites and 'fix' any issues that have been identified, thus bringing their websites back into legal compliance.
2. **Online Age Restricted Sales Test Purchase Exercise.** A test purchase program to purchase age restricted products from Warwickshire online businesses, such as knives and laser pens.

3. **Second Hand Vehicles.** The purchase of vehicles, sourced through online sellers and online market, to examine them for compliance under the Road Traffic Act 1988 and associated Regulations.
4. **Investigate and Prosecute Businesses Operating Online Illegally.** Most notably, a successful investigation into the fraudulent business in Nuneaton that was manufacturing and selling counterfeit examination certificates and other work based qualification cards. The perpetrator was sentenced to imprisonment for 3 years and 8 months

BUSINESS CRIME

^{xix}In September 2018 I was pleased to welcome my new Business Crime Advisor, Bogdan Fironda, whose post I fund in order to help protect businesses in Warwickshire from crime. Bogdan works with businesses of all sizes to empower them to protect themselves from crime by delivering training, support, and preventative advice on a range of topics including fraud and cyber-crime prevention

As part of his work, Bogdan has developed a Modern Slavery & Human Trafficking (MSHT) Pledge for businesses in Warwickshire in order that they can comply with Section 54 of the Modern Slavery Act 2015 that requires businesses with a turnover of £36 million to prepare and publish a slavery and human trafficking statement for each financial year. This pledge originated from the MSHT Task & Finish Group led by my Office and has been designed to be adopted by businesses regardless of their size. Therefore, businesses with turnover below the required threshold could also sign the pledge and publicise a Section 54 statement describing their actions to prevent MSHT from occurring within their business. Such statements are available as templates on the Business Watch website for businesses to fill in their details and adjust accordingly.

Business Watch has been created in partnership between the Warwickshire County Council Community Safety Team and Warwickshire Police with funding from myself. Their website is administered by Bogdan and has been relaunched with a bright new look and feel. It has been designed to make it even easier for businesses to access information and advice in order to enable them to protect themselves from crime and contains many useful downloadable documents and

Warwickshire Business Watch

For further information visit: - www.warwickshirebusinesswatch.co.uk

For the latest advice follow Bogdan on Twitter: - <https://twitter.com/WarksBusiness>

links to advice sheets for businesses.

PREVENT

^{xx}We need to consider those people who are pulled into terrorist groups that support extremist causes and in Warwickshire, authorities and communities are working together to deliver the Government's Prevent strategy. This is one of four objectives which make up the Government's Strategy for Countering Terrorism, named CONTEST, and the Prevent strategy has three key objectives: -

1. Respond to the ideological challenge of terrorism and the threat we face from those who promote it;
2. Prevent people from being drawn into terrorism and ensure that they are given appropriate advice and support; and
3. Work with sectors and institutions where there are risks of radicalisation which we need to address.

In support of this essential work, I fund the county's Prevent Officer who is embedded with Warwickshire County Council and delivers the work programme by developing relationships with professional partners, community members and leaders in the districts and boroughs across Warwickshire.

A series of workshops have been held to help raise awareness of Prevent, to help people understand the vulnerabilities which may make someone susceptible to radicalisation and all types of extremism as well as the local safeguarding and referral processes.

RURAL CRIME

The effects of crime can be felt particularly keenly in rural areas, where people may be more isolated, while the impact of crime on rural businesses and farms can sometimes be devastating. I'm playing my part by ensuring that Warwickshire Police continue to treat rural crime - and the underlying causes of it - as a priority and by safeguarding sufficient resources to help them detect, disrupt and ultimately bring to justice the criminals involved. Through the rises in the police precept, I have ensured that funding is available to commit significant resources to:-

- Protecting the numbers of Safer Neighbourhood Teams across the county to enable them to focus on the issues that matter most to communities, including our rural areas.
- Investing the additional funding raised through the precept rises directly into visible frontline policing and investigation.
- The establishment of a Rural Crime Team led by a dedicated Police Inspector. This is critical to ensuring organised crime committed in rural areas is specifically addressed.

- Continued co-ordination by my Office of the multi-agency group which identifies and tackles serious and organised crime groups.

The police are working closely with the likes of NFU Mutual and the National Vehicle Crime Intelligence Service to ensure that when offenders are identified, stolen vehicles and property can be returned to their rightful owners. Operations are also continuing to disrupt and bring to justice the organised crime groups which are often at the heart of much of this type of theft and there have been some notable successes, including the recent jailing of two men from Coventry who were arrested within an hour of a vehicle being stolen.

Rural Crime Project

I also fund the Rural Crime Project that encompasses schemes such as Horse Watch and Rural Watch. It also includes the three Rural Crime Advisors, whose role is to work with rural communities, the National farmers Union, local policing teams and partner agencies to deliver initiatives to combat criminal activity and to improve security awareness. They work tirelessly to ensure that our rural residents and businesses have the best advice and protection available.

They project 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 encourages the reporting of information to the police, including information about wildlife crime through the multi-agency Wildlife Watchers scheme

It will take a continued combination of these efforts to ensure that rural crime reduces, but it is my priority to provide the necessary resources to enable this and to hold the Chief Constable to account in delivering on what rural communities are telling us they need.

- **Supported Village Status**

One of the successful elements of the Rural Crime Project has been the Supported Villages scheme, which sees the Rural Crime Co-ordinators work with police Safer Neighbourhood Teams, parish councils and local communities to improve crime prevention measures and boost security in rural villages across the county. The aim of the scheme is to demonstrate and advertise that a village community is not a soft target for rural crime, with households and community buildings being offered advice on how to protect themselves against crime and then given a local 'toolbox' to help continue this work into the future.

Since being launched 12 villages in the north of the county have achieved 'Supported Village' Status, with the latest including Stretton-on-Dunsmore and Bourton and Draycote. I am also pleased that

this year has also seen communities in the south of the county begin to work towards Supported Village status, with the latest including Long Itchington and Oxhill.

I am delighted to see the scheme develop and hope to see more communities come on board to help reinforce the message that our rural communities are not soft touches for crime.

- **Rural Crime Investigation**

^{xxi}Warwickshire Police's strategy for tackling rural crime strategy focuses on addressing issues that are more prevalent in rural communities, such as theft of agriculture equipment, poaching, illegal fishing, and wildlife crime. I'm therefore pleased to report that Warwickshire police officers have been issued with Rural Crime Advice Books to help them respond to and investigate rural crimes. Our police officers come from a mix of different backgrounds and there will be variances in their knowledge of the countryside and of their familiarity with the types of rural crime that can be committed.

The guide was produced by Carol Cotterill as the Rural Crime Advisor for North Warwickshire and is yet another example of the good work which is being carried out to protect rural communities.

<p style="text-align: center;">Rural Crime</p> <p style="text-align: center;">For further information about initiatives tackling rural crime visit: -</p> <p style="text-align: center;">www.warwickshire.police.uk/ruralcrime</p> <p style="text-align: center;">Join Warwickshire Rural Watch to receive free advice and alerts on crime in your area at: -</p> <p style="text-align: center;">www.warwickshireruralwatch.co.uk</p>

NEIGHBOURHOOD WATCH

^{xxii}The month of June 2018 marked the National Neighbourhood Watch (NHW) week, so I was especially pleased that I was able to announce funding for a number of local watches through my Commissioner's Grant Scheme. The work that these groups do is invaluable, so it was an easy decision to support them with funding when their applications were received. In total, I have provided just over £5000 for Rugby, North Warwickshire and Nuneaton North East Neighbourhood Watch Associations.

Warwickshire has a great many dedicated volunteers helping to make Neighbourhood Watch schemes a success. I'm strongly supportive of all our watch schemes, as they are a great way to bring communities together to make a positive contribution to crime reduction, as well as providing valuable additional eyes and ears for the police when they are investigating crimes.

I'm also keen to encourage the development of new schemes and the use of new technology to help enable people to easily share information. Warwickshire already has a number of innovative schemes, such as Nuneaton & Bedworth NHWA's online 'DISC' portal and also the popular

Whitestone Neighbourhood Facebook group that has grown rapidly in the past year and is proving really helpful in bringing the work of Neighbourhood Watch to a new audience of local people.

SAFEGUARDING AND VULNERABILITY

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

Fulfilment of Duties 2018/19

- Ensured that all the support services I have funded through my grant scheme or commissioning have clear policies and procedures in place to safeguard and promote the welfare of children.
- Equality Impact Assessed (EIA) my Police and Crime Plan 2016 - 2021, which covers children's issues by way of 'age' characteristics.
- Held the Chief Constable to account on the force response to domestic abuse, along with other areas of vulnerability.
- In response to the demand created by the new Warwickshire Multi Agency Safeguarding Hub (MASH), I continued to fund two additional Development Officers to compliment an existing team which reviews, assesses and provides recommendations to safeguard some of the most vulnerable cases that are referred to the hub.
- Arranged for safeguarding training for key OPCC staff.

- Commissioning of 'Service Needs Analysis' in specific areas of vulnerability.
- Commissioning of services in specific areas of vulnerability.
- Grant funded services and initiatives in a number of area of specific vulnerability.

PARTNERSHIPS & COLLABORATION

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

Key Achievements 2018/19

ALLIANCE

In last year's annual report I commented that *'one of the closest partnerships enjoyed by Warwickshire Police is the alliance with West Mercia Police and on my election I made it clear that I support the continuance of this collaborative arrangement'*. I therefore regret that West Mercia Police subsequently gave notice to terminate the Alliance in October 2018, a decision that is due to take effect in October 2019. I shall however endeavour to ensure that the Alliance remains effective in delivering its services to the communities of both Warwickshire and West Mercia until that time and that an orderly and agreed process to transition to new arrangements is implemented.

ASSOCIATION OF POLICE AND CRIME COMMISSIONERS

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

EMERGENCY SERVICE COLLABORATION WORKING GROUP

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

In addition to the activity in the police and fire service landscape, I have been busy working with partners across the sector to identify more opportunities for emergency service collaboration, involving the whole spectrum of partners working to keep our communities safe.

BLUE LIGHT COLLABORATION JOINT ADVISORY BOARD

The Warwickshire Blue Light Collaboration Joint Advisory Board has been established to look at opportunities to enhance blue light services and collaboration both within and outside the county, including the contribution they make to other areas like health and social care. Comprising senior representatives from the OPCC, Warwickshire Police, Warwickshire Fire and Rescue Service (FRS), Warwickshire County Council the board enables joint discussions on an informal basis in order to promote better understanding the available opportunities for collaboration.

SAFER WARWICKSHIRE PARTNERSHIP BOARD

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

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

At a local level we also work with the four Community Safety Partnerships in Warwickshire which are multi-agency partnerships based in North Warwickshire, Nuneaton and Bedworth, Rugby and South

Warwickshire. Also, with the Warwickshire Youth Justice Service, Drug and Alcohol Action Team and Warwickshire Against Domestic Abuse.

LOCAL CRIMINAL JUSTICE BOARD (LCJB)

As the Warwickshire PCC I have the responsibility to ensure that the county has an effective efficient and criminal justice system. One of my key mechanisms for achieving this is the LCJB as it brings together all of the constituent agencies involved in the administration of justice locally. I have strong representation on the board through my Chief Executive, who is the Deputy Chair and I work closely with the partner agencies in setting the LCJB priorities and progressing the associated delivery plan.

PLACE PARTNERSHIP

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

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

REGIONAL & NATIONAL POLICING

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

Key Achievements 2018/19

REGIONAL GOVERNANCE GROUP (RGG)

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

REGIONAL COLLABORATION

Regional working has continued to be strengthened over the last year with the contribution 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)

The ROCU forms a critical part of the national policing network to protect the public from serious and organised crime. They provide a range of specialist policing capabilities to forces which help them to tackle serious and organised crime effectively. ROCUs investigate and disrupt organised

crime groups operating across police force boundaries and also act as an important point of connection between police forces and the National Crime Agency (NCA).

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

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

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

Financial Investigation

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

COUNTER TERRORISM AND DOMESTIC EXTREMISM

Although Warwickshire is a relatively safe place to live and most crime types are continuing to reduce, we also live in a global community which means we are affected by trends and events that occur at the international level and the national threat level presently remains at SEVERE, meaning that an attack is highly likely. Counter terrorism and domestic extremism therefore remain strategic priority areas for Warwickshire.

I continue to maintain oversight of the force's plans and structures that support local, regional and national action to counter these threats to our communities. In doing so, I scrutinise the force's performance at local briefings, whilst the wide performance management of counter terrorism and domestic extremism is achieved through the RGG.

As part of this work the PCC's commissioned a Regional Policy Officer to undertake research into

Counter Terrorism Local Profiles (CTLP). This research provided reassurance that CTPL's are being used effectively in Warwickshire by the force and partner agencies. My Office engaged with community safety leads in Warwickshire County Council as part of this review to jointly scrutinise the CTPL process. This type of collaborative work is essential if we are to combat the threat of terrorism and domestic extremism in Warwickshire.

NATIONAL POLICE AIR SERVICE

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

ROADS POLICING

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

PRISONS

In 2018 I co-commissioned with my regional PCC colleagues a comprehensive report into the issues of criminality in prisons, an issue that has the potential to affect all our communities regardless of where the prisons are located. The report, entitled 'Crime in Prisons: Where now and where next?' is available at the following email address: -

<https://www.warwickshire-pcc.gov.uk/pccs-present-plan-to-government-to-tackle-organised-crime-in-prisons/>)

FINANCE

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

Key Achievements 2018/19

A 'Medium Term Financial Plan' (MFTP) has been developed to support the delivery of the 'Police and Crime Plan 2016-2021'. It is monitored closely throughout the year and reviewed and updated formerly as part of the annual budget setting process.

The 2018/19 total revised net revenue budget for Warwickshire was £98.543m funded through a combination of central government grants, council tax and a small amount from the budget reserve. Whilst the amount received from central funding remained static to that in 2017/18, there was an increase in the council tax precept of £12 or 6.25% on a Band D property, which enabled extra police officers to be recruited and financed within the budget in 2018/19 to address issues of demand across the force.

At the end of 2018/19, the budget was underspent by a total of £2.494m due to a number of issues, but primarily reduced employee costs due to vacancies and the timeframes involved in recruiting new officers. This underspend means that the actual amount required from our reserve was less than originally budgeted. These underspends will be contributed to reserves to finance future costs.

The main variances in 2018/19 are shown below: -

Area of spend – under / over spending	£m
Policing	2.375
Office of the PCC	0.119
Total net underspend in 2018/19	2.494

Warwickshire’s reserve balances that stand at £17.688m at the end of the year, are healthy and are an important part of the strategy to deliver my objectives. They are helping to continue to minimise the effect of future budget reductions, by phasing their use over the life of the current Medium Term Financial Plan (MTFP).

The 2018/19 budget and MTFP was agreed with the Police and Crime Panel in February 2018, which outlined the planned use of reserves, reducing balances to £6.9m by 2021/22. The use of reserves and reserve balances are reviewed rigorously each year to ensure that they remain adequate against the risks we face. In October 2018, the West Mercia Chief Constable and Police and Crime Commissioner served notice on their Warwickshire counterparts to end the strategic alliance in October 2019. Progress in dealing with the transition is being monitored and the available reserves are an important aspect in minimising any financial risks associated with this process.

During 2018/19, I continued to work with a number of partners across Warwickshire, by offering financial support and assistance to a number of local projects and initiatives to protect people from harm. In 2018/19 I have invested over £2.1m in victim services, prevention schemes and local grants which have helped communities across Warwickshire. In 2018/19 my Office also embarked on a process of commissioning many of our key services for 2019/20, particularly for victim services, to ensure that the support and service offered is both fit for purpose and provides value for money.

The termination of the Alliance, whilst not supported by myself, has provided an opportunity for the Chief Constable and myself to review services and to consider how the force can remain and further improve its effectiveness and efficiency. This is supported by our capital investment in 2018/19 and our planned capital programme over the MTFP period. The decision has now also been made to retain Leek Wootton as a newly designated Police Headquarters for Warwickshire and during 2019/20 the new OCC at Stuart Ross House should be operational to ensure policing services are delivered more effectively across Warwickshire.

Significant ongoing investment in our ICT systems has occurred in 2018/19, to streamline and update them to ensure they are capable of meeting the needs for 21st century policing. This includes the improvements to the system for incident management, more effective contact with the public, mobile working equipment and the upgrade of data networks and ICT infrastructure to facilitate

more effective policing.

I am continuing to drive value for money across all areas of policing, but recognise that there are a number of financial challenges in the medium term, with Warwickshire Police facing a savings target of £6.4m between the period 2019/20 to 2021/22, in addition to the challenge of ensuring a smooth transition from the alliance with West Mercia. I am confident that the work the force is doing to transform policing and reviewing its options for future collaborative working will ensure that we meet the challenges of both the present and the future.

GOVERNANCE

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

Key Achievements 2018/19

ANNUAL GOVERNANCE STATEMENT

The Annual Governance Statement 2018-19 reflects the governance framework established and delivered by the Warwickshire Police and the Police and Crime Commissioner (PCC) and his Office (OPCC). It also provides a review of compliance with that framework during the financial year. It is published alongside the accounts of the PCC.

I am responsible for ensuring that my business is conducted in accordance with the law and proper standards, and that public money is safeguarded, properly accounted for, and used economically, efficiently and effectively. In discharging this overall responsibility, I am responsible for putting in place proper arrangements for the governance of my Office's affairs and facilitating the exercise of its functions. This includes ensuring a sound system of internal control is maintained through the year and that arrangements are in place for the management of risk.

A joint corporate governance framework sets out how governance operates for both the Chief Constable and myself. The framework consists of: -

- **Statement of Corporate Governance.** Outlining the statutory framework and local policy.
- **Code of Corporate Governance.** Setting out how the core principles will be implemented.
- **Scheme of Corporate Governance.** Defining the parameters within which the organisations will conduct their business.
- **Policy and Procedures.** Separate for each corporation sole, with protocols where they operate jointly.
- **Cooperative Arrangements.** Those arrangements by which the Warwickshire Chief Constable PCC and myself support the exercise of each other's functions.

As a consequence of the decision of West Mercia Police to terminate the alliance with Warwickshire Police as of the October 2019, there will be a requirement to review the governance arrangements

Joint Corporate Governance Framework

For further information visit: - <https://www.warwickshire-pcc.gov.uk/>

of the organisations to ensure that any such new arrangements are operative at the point of termination.

WARWICKSHIRE POLICE AND CRIME PANEL

It is vitally important that as the Police and Crime Commissioner my activities and performance are statutorily scrutinised and challenged in order to provide a 'check and balance' to the authority my position holds and to the decisions I make. This function is primarily performed by the Warwickshire Police and Crime Panel and it holds me to account by acting as a 'critical friend. The Panel is not responsible for holding the Chief Constable or Warwickshire Police to account and neither is it a replacement for the Police Authority.

In Warwickshire the Panel membership comprises of five Warwickshire County Councillors and one Councillor from each of the five Districts and Boroughs, together with two co-opted independent members. Over the last twelve months the Panel has met six times and performs its important function by: -

- Reviewing my Police and Crime Plan to ensure local priorities have been considered.
- Consider my annual report that sets out my key activities in the previous year.
- Scrutinising my decisions and actions.
- Considering the draft policing budget and policing precept.
- Handling any complaints made against me.
- Holding hearings when I propose to appoint a new Chief Constable, a Deputy PCC and other senior staff.

Underpinning the panel are two separate working groups, the Performance and Planning Working Group and the Budget Working Group. These groups conduct additional scrutiny of my work and they play an important role in shaping the Panel's work programme.

In scrutinising and challenging my work, the Panel unanimously agreed my precept decision for the

Police and Crime Panel

The Panel also produces its own annual report commenting upon its activities during the year. For further information on their work visit: - www.warwickshire.gov.uk/policeandcrimepanel

2019/20 financial year for funding for Warwickshire Police.

I would like to take this opportunity to express my great appreciation and thanks for their public serving work and support during the past year.

CHIEF CONSTABLE MEETING

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

INDEPENDENT CUSTODY VISITORS

^{xxiii}As the PCC I have the responsibility for administering the Independent Custody Visitors (ICV) scheme in Warwickshire. Ensuring that people who are detained in police custody are treated fairly and that their welfare is given a high priority is hugely important for public confidence in the police.

The scheme consists of volunteers who are members of the public from local communities and it allows them to inspect the way the police force detains people while held in their custody at the two custody facilities at Leamington Spa and Nuneaton. During the last year, my Office conducted a recruitment campaign for the ICV, resulting in nine new members across the two panels that exist in the north and south of the county. In addition, in October 2018 an IVC annual general meeting was held at Coventry University and an initiative for the electronic recording of custody visits was introduced.

I very much value the work of the members of the ICV scheme, the fact that independent observers can go in, at any time, and talk to detainees and custody staff is very powerful. This public oversight

helps to prevent harm and provides public reassurance that the custody environment is safe and treats the detainee with dignity and respect.

JOINT AUDIT AND STANDARDS COMMITTEE

With effect from 1st September 2018, a decision was taken by the Alliance Governance Group to incorporate the role of the Trust Integrity and Ethics (TIE) Committee with the 'Joint Audit Committee' (JAC), thereby ending the tenure of the existing TIE members. I would like to thank the outgoing members for their invaluable contribution.

This merger has resulted in the creation of a single Joint Audit and Standards Committee (JASC) and their terms of reference have developed to reflect the whole remit of both the previous committees, with two additional members appointed to provide additional capacity.

The JASC receives regular reports on governance issues. This includes the review of the 'Annual Governance Statement' (AGS) for inclusion in the 'Annual Statement of Accounts' and update reports on the progress made in addressing any significant governance issues identified in the AGS.

The JASC receives regular reports on policy and procedure, decision making, leadership, culture, people, performance and conduct. This also includes update reports on the progress made in addressing any significant issues that have been identified.

POLICE LEGITIMACY

Quite rightly, there is a great deal of public interest and concern as to legitimacy of the police service. With the termination of the alliance, it has been necessary to alter the governance structures and a Warwickshire Legitimacy Board has been established, replacing a number of meetings including the previous HMICFRS Legitimacy Board, parts of the HMIC Assurance Group, the Alliance Stop and Search and Use of Force meetings and the Diversity and Inclusion - Communities Board.

My Office is represented on the board to provide appropriate scrutiny and accountability. It is proposed that the main themes that will be covered by the board will include: -

- Stop and Search
- Use of Force
- Fairness and ethics
- Standards and Corruption
- Engagement and Diversity

Use of Force

I'm pleased to be able to report that Warwickshire Police publish figures on the use of force by its police officers and I welcome the publishing of this data to provide additional transparency and

scrutiny, as the public rightly needs assurance that when force is used by the police it is lawful, necessary, proportional and accountable. Equally, it will also serve to highlight the often difficult and sometimes dangerous situations that police officers face as they protect the public from harm.

It is also worth reinforcing the fact that the police respond to thousands of incidents every day and

Use of Force

For further information visit: - <https://www.warwickshire.police.uk/useofforce>

as the figures show the vast majority are resolved without the use of any force.

Stop and Search

In respect of 'stop and search', the force continue to comply with the Home Office 'Best Use of Stop and Search Scheme'. The principal aims of the Scheme are to achieve greater transparency, community involvement in the use of stop and search powers and to support a more intelligence-led approach, leading to better outcomes, for example, an increase in the stop and search to positive outcome ratio. By adopting the Scheme the force will use stop and search strategically, which will improve public confidence and trust.

In addition, the force has taken steps to address disproportionality, in terms of the ethnicity of those subject to stop and search, through more comprehensive data capture, increased scrutiny by the force and oversight by the Independent Advisory Groups (IAG). The IAG members are volunteers drawn from our communities from various backgrounds and their purpose is to advise on policing issues that may cause concern to local people and communities.

Police Complaints

Warwickshire Professional Standards Department (PSD) is responsible for the management of all public complaints against police officers, police staff and special constables. The standards of professional behaviour that are expected of every member of the workforce are contained in the Code of Ethics.

The PSD is separate from the officers and staff that are subject to a complaint and serious allegations are referred to the Independent Office for Police Conduct (IOPC) who may decide to supervise, manage or independently investigate a complaint. Learning is an integral part of every complaint and any lessons learned from an investigation are used to continuously improve the service provided to Warwickshire communities. My Office meet with a senior member staff from PSD on a quarterly basis to monitor and review the performance data and raise any issues of concern

In 2016 the Government's proposed a significant structural change to the police complaints process, whereby directly elected Police and Crime Commissioners would come to the fore to determine how police complaints are dealt with at a local level. This included the discretion to choose whether to record and determine complaints themselves, or to supervise how their local police force exercises such functions. The PCCs would also hear appeals against the handling of complaints deemed suitable for local resolution. These proposals are still awaiting guidance to bring them into effect, however in the meantime Warwickshire Police have adopted a triage approach to the handling of police complaints to provide a speedier and more proportionate response, attempting to resolve issues at the first point of contact and delivering an improved customer service.

FREEDOM OF INFORMATION

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

1. Members of the public are entitled to request information from public authorities and In the last twelve months my Office has dealt with a total of 26 Freedom of Information requests from a range of different sources on a variety of subjects.
2. As well as responding to requests for information, I must publish information proactively. The Freedom of Information Act requires every public authority to have a publication scheme, approved by the Information Commissioner's Office (ICO), and to publish information covered by the scheme. It sets out my commitment to make certain classes of information routinely available, such as policies and procedures, minutes of meetings, annual reports and financial information. To assist with this commitment I have a refreshed OPCC website making finding information about my work, and that of my Office, even easier.

QUALITY MARK

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

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

WARWICKSHIRE POLICE PERFORMANCE

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

Key Achievements 2018/19

Recorded Crime

In April 2019 the Office for National Statistics (ONS) released the reported crime figures for England and Wales for 2018 and I am extremely pleased to report that recorded crime in Warwickshire reduced by 1% during the calendar year, particularly so given that England and Wales saw an average increase of 7%. With a total of 41,304 crimes recorded, Warwickshire Police was one of only seven of the forty-three forces to experience a reduction.

Of particular note is that in Warwickshire drug crime dropped 14%, the second biggest drop in the country. The success follows the launch of the 'Protect' initiative with a focus on tackling serious and

organised crime, including County-lines where urban crime groups in major cities expand their drug supply network to rural communities and other areas of the country.

^{xxiv} I have no doubt our work to tackle this type of serious crime has played a significant part in reducing drug crime in Warwickshire, where the Chief constable has been clear that all officers and staff have a role to play in reducing its profound impact on individual lives and communities.

Warwickshire also achieved decreases in burglary, theft, and sexual offences from the previous year's figures, crime falls were achieved in: -

- Criminal damage and arson was down by 2%.
- Theft was down by 5%
- Burglary was down by 7%
- Shoplifting was down by 8%
- Sexual offences was down by 14%
- Bicycle thefts was down by 27%

Some categories have, however, seen increased reporting year-on-year. As is the case nationally, violent crime offences are up, with reports of violence against the person increasing by 7% year-on-year, and non-injury violent crimes up 5%. In both cases, however, the increases were at a lower rate than national or regional averages.

While the volume of knife crime incidents remains low, reports increased by 4% during 2018, though this was much smaller than the rises seen by the larger metropolitan areas across the UK and also remained below national and regional averages.

Robbery has however shown a significant rise of 23% and this will remain an area of focus for both the Chief Constable and myself in the months ahead.

The performance figures for 2018/19 at year end also revealed that when compared to 2017/18: -

- Antisocial Behaviour was down by 16.5%
- Homicide was down by 83.3%

It is reassuring that Warwickshire has seen a fall in overall reported crime, given that many other areas of the country have seen quite sharp rises and there has been a huge amount of work carried out by my Office, the police and our community safety partners in Warwickshire over the past year to reduce levels of crime, so these figures are encouraging. We must not be complacent though and there will continue to be a concerted effort to reduce crime in all categories, with particular emphasis on the offences that cause the greatest harm and concern to the public. I am determined

Office for National Statistics

The full dataset for reported crime in England and Wales can be found at: -

<https://www.ons.gov.uk/peoplepopulationandcommunity/crimeandjustice/bulletins/crimeine nglandandwales/yearendingdecember2018>

to see crime levels fall further to deliver on my promise of *'A safer, more secure Warwickshire'*.

HMICFRS

I have a statutory duty to ensure an effective and efficient police service for Warwickshire and therefore value the work of Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) in providing an annual independent thematic inspection and assessment of the force's performance in terms of its effectiveness, efficiency and legitimacy.

In 2016 the force was graded as 'Good' by HMICFRS in all three areas of inspection. It was therefore with disappointment that I noted in last year's annual report that the 2017 assessment was less favourable where two areas of inspection were considered to 'Require Improvement', albeit there was also a recognition of the many aspects where the force had improved and of the hard work and dedication of the workforce.

In response to these assessments, the force developed a plan of action to deliver the required improvements, achieved through a core group to senior officers and police staff and overseen by chief officers. My Office has continued to monitor the progress of this work throughout the year and also the force's preparation for the latest HMICFRS inspection that occurred in March 2019. I am pleased to report that the inspection went well and the feedback received from HMICFRS's initial findings was largely positive. One aspect that the inspection team was keen to stress was how open, professional, friendly and engaging the workforce were throughout the period of the inspection. This was extremely pleasing to hear as I think it is an accurate reflection of how Warwickshire Police conduct themselves. I await the publication of HMICFRS report, anticipated to be available in September of 2019, with great interest.

CRIME SURVEY FOR ENGLAND & WALES (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 from data collected in December 2019 shows that public confidence in Warwickshire Police stood at 80%, resulting in the force ranking 1st amongst its group of most similar forces and 7th nationally out of the 43 forces of England and Wales. Whilst this is a pleasing development, there is there is no room for complacency.

PERFORMANCE SCRUTINY

I formally meet with the Chief Constable every week, and once a month the meeting focuses on the specific areas of force performance. A set of questions is prepared by my Office for the Chief Constable's attention and both the questions and force response from the quarterly meetings are published on my website. In addition, members of my Office are imbedded in a number of key

meetings held by the Alliance and Warwickshire Police, to enable a fully informed view to be gathered on the issues and challenges that the force faces and the measures that are being undertaken to mitigate and address their adverse effects.

NATIONAL BRAVERY AWARDS

In focusing on force performance, it's also worth remembering that delivering a quality service to the communities of Warwickshire is dependent upon the individual actions of police officers and staff. They work tirelessly and selflessly to keep our communities safe, where dedication and bravery are exhibited on a daily basis.

^{xxv} A shining example of this public service is that of PC Lloyd Walton who was nominated for the National Police Bravery in 2018. He was first officer into a house when executing a drugs warrant in Nuneaton and as he started climbing stairs to continue the search he was confronted by a man standing at the top of the stair way pointing a firearm directly at him. With no thought for his own safety and with no chance to use any protective equipment PC Walton managed to wrestle the firearm from the armed male, manoeuvring him to the ground where he was restrained and arrested. PC Walton's actions were selfless in responding to the threat in order to protect his colleagues. Whilst PC Walton did not ultimately win the West Midlands award, he richly deserved the recognition that the awards provided.

LOOKING FORWARD

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

Over the next year, I will:-

- Support the Chief Constable and the Evolve change team to ensure a smooth and orderly transition for Warwickshire Police as it moves towards its future state outside of the previous alliance arrangements. I will hold the Chief Constable to account in delivering an efficient and effective police force which is fully focused on providing the best possible services for the public of Warwickshire.
- Invest the additional funding raised through the 2019/20 precept increase into frontline policing, holding the Chief Constable to account in delivering 85 additional police officer posts, five further Police Community Support Officers and 10 civilian crime investigators, in

addition to the 50 police officer posts secured through the 2018/19 precept increases. These officers will provide:-

Expanded patrol policing, with more officers available to respond to 999 and 101 calls for service.

Enhanced harm protection and Child Sexual Exploitation teams, providing more officers to investigate crimes against the most vulnerable.

Boosted Safer Neighbourhood Teams, with extra police officers and PCSOs to problem-solve in communities.

Increased capacity to manage prolific offenders and target those responsible for burglary and vehicle crime.

More detectives and Police Staff Investigators to boost capacity to deal with the more complex criminal investigations.

An improved response to rural crime through the introduction of a dedicated countywide team of police officers, who will work with communities and Safer Neighbourhoods Teams to combat criminal activity.

- Continue to modernise the police estate, including the refurbishment and re-establishment of the Leek Wootton site as Warwickshire Police's dedicated police headquarters and the opening of Stuart Ross House in Warwick as a hub for the command and control of the force's operational assets. I will continue to explore the sale of the portions of the Leek Wootton estate not required for policing, in order to secure the maximum return for the public purse.
- Oversee the introduction of my new commissioned services to ensure they deliver improved outcomes for victims of crime, deliver value for money ensure that the most vulnerable in society are protected from harm.
- Oversee the introduction of Warwickshire Police's new Single Online Home, which provides a 'digital police station' offering more than 25 different services online. This will allow members of the public to complete more tasks online at their convenience, from reporting road traffic incidents to applying for firearms licences or providing information about crime, safely and securely.
- Continue to invest in the police ICT infrastructure to ensure that our officers and police staff are properly equipped with modern and reliable networks to support their vital work in keeping communities safe.

- Work with partners to re-invigorate the road safety agenda within Warwickshire, to tackle a rise in risk-taking on our roads and to deliver reductions in the numbers of those killed or seriously injured on our highways. This will include the introduction of a £500,000 grant scheme to promote innovative initiatives across the county that deliver road safety improvements.
- Continue to hold the Chief Constable to account in delivering on any improvements identified by Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services.
- Play an active part in emergency services collaboration work, locally, regionally and nationally, to deepen the working relationships between police, fire, ambulance, health services and local authorities, for the benefit of communities in Warwickshire.
- Consult the public, partners and businesses on the priorities of my police and crime plan and their expectations for policing and community safety in Warwickshire, prior to refreshing the plan to reflect the changing landscape following the termination of the alliance with West Mercia. The results from the consultation will also be used to help inform the budget setting process for 2020/21.
- Work in close partnership with agencies and organisations across Warwickshire, including local authorities, voluntary organisations, community safety partnerships, criminal justice agencies and business, rural and local communities.
- Continue my commitment to obtain fairer Home Office funding for Warwickshire Police.

I will be putting my record of delivering improved outcomes across all areas of my Police and Crime Plan to the electorate in May 2020, when I hope to receive the public's continued backing for a further four-year term of office. I hope to meet as many of you as possible across the coming year, but in the meantime I will be continuing to work hard on your behalf with my Office, the Chief Constable, other officers staff and volunteers from Warwickshire Police as well as my other partners

CONTACTS

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- Facebook: - Warwickshire Police and Crime Commissioner
- Twitter: - @WarwickshirePCC

nationally, regionally and locally.

END NOTES

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- i Photo - Grants Presentation Event
 - ii Photo - Police Cadets
 - iii Photo - Commissioner's Cadets
 - iv Photo - Robin Bunyard
 - v Photo - Recruitment
 - vi Logo - Visions and Values
 - vii Photo - Hate Crime, Love not Hate
 - viii Logo - Hate Crime Charter
 - ix Photo - Pride Event
 - x Logo - Road safety Fund
 - xi Photo - Op Tramline
 - xii Logo - Op Snap
 - xiii Photo - Problem Solving Event
 - xiv Photo - Crime Stoppers , County-lines
 - xv Photo - Joe and Abbey
 - xvi Photo - Gamesafe
 - xvii Photo - Breck Foundation
 - xviii Photo - Cyber Commerce Event
 - xix Photo - Bogdan Fironda
 - xx Logo - PREVENT
 - xxi Photo - Rural Crime
 - xxii Photo - NHW
 - xxiii Photo - ICV
 - xxiv Photo - County-lines Action
 - xxv Photo - PC Lyoyd Walton