

Police and Crime Plan
Warwickshire
2013 – 2017

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1. Executive Summary



As the newly elected Police and Crime Commissioner, for Warwickshire one of my first responsibilities is to produce a Police and Crime Plan which sets out how I will work with the police and other statutory and voluntary agencies to deliver my priorities for the next five years.

My principal duties are to hold the Chief Constable to account for the operation and performance of the police, to set the budget for policing and crime reduction, to support the range of voluntary and statutory agencies and organisation working in the Criminal Justice System and to listen to the views of the public, of local communities and of victims of crime.

Warwickshire is a relatively safe place to live. Levels of crime are relatively low and falling. However, every crime impacts on individuals and communities and there is no room for complacency. Nor is there any ambiguity about what people want from the Criminal Justice System. They want:-

- Protection from harm and to be safe and feel safe in both their homes and in their communities.
- An efficient and cost effective police force locally based responsive and easily accessed.
- Swift, fair, but firm administration of justice.
- A system that demonstrates common sense and which is responsive to their views.

I share these views and it is my responsibility to ensure they are respected and acted upon. This plan, which has been developed following widespread consultation and detailed discussion with Warwickshire Police, my colleagues in West Mercia Police and other statutory and voluntary agencies involved in criminal justice, sets out my priorities for the next five years.

There are three key commitments I have made which form the background to the development of my priorities.

Firstly I am fully committed to the Strategic Alliance between Warwickshire Police and West Mercia, as is my counterpart in West Mercia. The Alliance has enabled both forces to face a difficult financial settlement by creating economies of scale and streamlining processes and procedures. It has allowed the development of effective

and resilient enabling and protective services working across both force areas, while protecting local policing.

Secondly, I am firmly of the belief that the Police have the primary responsibility for the reduction of crime and disorder. However, the success in doing so could not be achieved without strong collaborative working and partnerships with other agencies and organisations not least local councils and other voluntary and statutory agencies.

Thirdly, I share the belief of Robert Peel, the founder of the first police force that 'the police are the public and the public are the police'. We can and should have a role in preventing crime and disorder in our communities.

Volunteers embody that principle and I want to encourage and support more volunteers whether as Special Constables, members of Neighbourhood Watch, Independent Custody Visitors or Police Service volunteers.

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The Priorities set out in my plan are to:

Reduce Crime and Disorder by;

- Focusing on 'high harm causers' and priority policing areas.
- Supporting Community Safety Partnerships and agencies tackling drug and alcohol misuse which contribute to crime and anti-social behaviour.
- Looking at innovative ways to tackle disorder on town centres, building on the success of initiatives like Street Pastors in Rugby and Stratford.
- Tackling 'cross-border' crime, business crime and cyber crime.
- Supporting agencies involved in reducing re-offending.
- Strengthening the work of Safer Neighbourhood Teams.
- Engaging proactively with young people.

Protect the public from harm by:

- Focussing on high harm causers and 4 key areas of policing:
 - Hate crime
 - Domestic abuse
 - Sexual violence and abuse
 - Safeguarding vulnerable children and adults
- Supporting the work of the Road Safety partnership to reduce the number of road traffic collisions.

Empower local communities to prevent crime and disorder by:

- Working closely with existing voluntary organisations such as Neighbourhood Watch
- Having a clear commissioning strategy for allocation of grants, for example to Community Safety Partnerships

- Maintaining the number of police officers and police community support officers and significantly increasing the number of special constables.
- Listening to the views of the community groups and establishing a network of 'Community Safety Ambassadors' linked to locality forums to be the 'eyes and ears' of the commissioner.
- Supporting the work of Safer Neighbourhood Teams.

Deliver an effective and efficient police service by:

- Reviewing and updating the 'blueprint' for the Strategic Alliance.
- Monitoring carefully the delivery of planned savings.
- Encouraging the use of 'police service volunteers'.

Respond to the Strategic Policing requirement by:

- Ensuring that the Strategic Alliance has the capacity and capability to meet national threats outlined by the Home Secretary.

The delivery of these priorities will be underpinned by six key principles;

- Stronger local policing and effective and resilient protective services
- Valuing people and increasing police visibility
- Effective early intervention and prevention
- Good communication and more engagement with the public
- Financial responsibility
- Promotion of equality and promoting and celebrating diversity.

Resources

I have agreed a net revenue budget for 2013-14 of £92 million and a medium term financial plan which incorporates challenging savings targets. I have made provision in the budget for a fund of £2.5 million to deliver three key priorities:

- Safeguarding Community Safety Grants
- The appointment of Community Safety Ambassadors
- The recruitment of a further 100 special constables

There will be no increase in the 'precept' the level of council tax for policing in 2013-14 but I will consider the position again in subsequent years.

2. The Police and Crime Plan – An Introduction

I am required by law to produce a Police and Crime Plan which sets out my priorities and objectives for the period 2013 to 2017, for policing and community safety in Warwickshire.

It has been developed including recommendations from the Force based on their analysis of data, in particular the Strategic Assessment carried out by the Force each year which identifies trends in crime and risks for the future. I have also discussed its content with the Chief Constable of Warwickshire Police and colleagues within West Mercia, our partners in the Strategic Alliance, including the Chief Constable and the Police and Crime Commissioner for West Mercia.

I have listened carefully to the views expressed during my election campaign and in response to formative consultation. I have also taken into account of comments I received in response to the draft plan.

There is no ambiguity about what people want from the Criminal Justice System. They want:-

- Protection from harm and to be safe and to feel safe in their homes and their community.
- An efficient, cost effective police force locally based, responsive and easily accessed
- Swift, fair but firm administration of justice.
- A system that demonstrates common sense and which is responsive to their views.

I share these priorities and it is my responsibility to ensure that they are respected and acted upon.

Although the plan covers the period 2013-17, there is much that can change over that time. I will therefore review the plan in light of changing circumstances and priorities and will continue to take account of the plans of the Community Safety Partnerships and other agencies.

If you have any comments please contact me by writing or e-mailing me using the address given below:-

Ron Ball
Warwickshire Police and Crime Commissioner
3 Northgate Street, Warwick, Warwickshire, CV34 4SP
Email: opcc@warwickshire.gov.uk

I will publish a report on progress on implementing the Plan which will be publicly available on my website :-

www.warwickshire-pcc.gov.uk

3. The Police and Crime Commissioner

3.1 Ron Ball

I was elected to the post of Police and Crime Commissioner for Warwickshire on the 22nd November 2012. My term of office is to May 2016.

Prior to my election I had a 40 year career as a commercial airline pilot eventually flying 747 jumbo jets. I combined my job with a number of different roles as a magistrate, school governor and a senior representative of the British Airline Pilots Association, the pilots' professional association.

I live in Warwickshire, I am divorced and have four children who grew up and went to school in the County, and five grandchildren.

3.2 The Role of the Police and Crime Commissioner

The post of the Police and Crime Commissioner is new and replaces the former Police Authority. My duties are to:

- Hold the Chief Constable to account for the operation and performance of the police service.
- Set the budget for the Police service and the precept (the charge to be paid by council tax payers).
- Listen to the public, victims of crime and local communities, including the business community and report back to them.
- Appoint and where necessary dismiss the Chief Constable.
- Publish, review and update the Police and Crime Plan.
- Work with, local councils and other statutory and non-statutory agencies including for example Victim Support. Community Safety Partnerships, the local criminal justice board and Neighbourhood Watch to support reductions in crime.
- Fulfil my statutory role to ensure the protection of the public and in particular the safeguarding of vulnerable children and adults.
- Ensure that principles of equality and recognising diversity underpin all of this work.

I am not responsible for the day-to-day operational running of the police force. That is the job of the Chief Constable who retains the direction and control of his officers and staff. The Chief Constable and I will work closely together but we are both committed to the principle of the operational independence of the Chief Constable.

I will however hold the Chief Constable to account. In turn, I will report to and work in partnership with the Police and Crime Panel which consists of elected councillors from the county council, the five district / borough councils in Warwickshire and two independent members.

My role is, however, wider than policing and I will work with all the statutory and voluntary agencies in the criminal justice system and, more generally with those who are working with the police to reduce crime and tackle disorder and anti-social behaviour.

3.3 The Office of the Police and Crime Commissioner

Warwickshire has a large number of diverse and distinctive communities, and I am determined to listen to and represent the views of people and communities right across the area.



To help me do so, in common with most other PCCs, and in line with arrangements set out by the Government, I have appointed a Deputy Police and Crime Commissioner, Dr. Eric Wood OBE DL, a former County Education Officer in Warwickshire and Chief Executive of the Warwickshire Police Authority

In addition, I have a small team in my office to help me fulfil my statutory duties headed up by my Chief Executive.

The contact details for my office are given below:

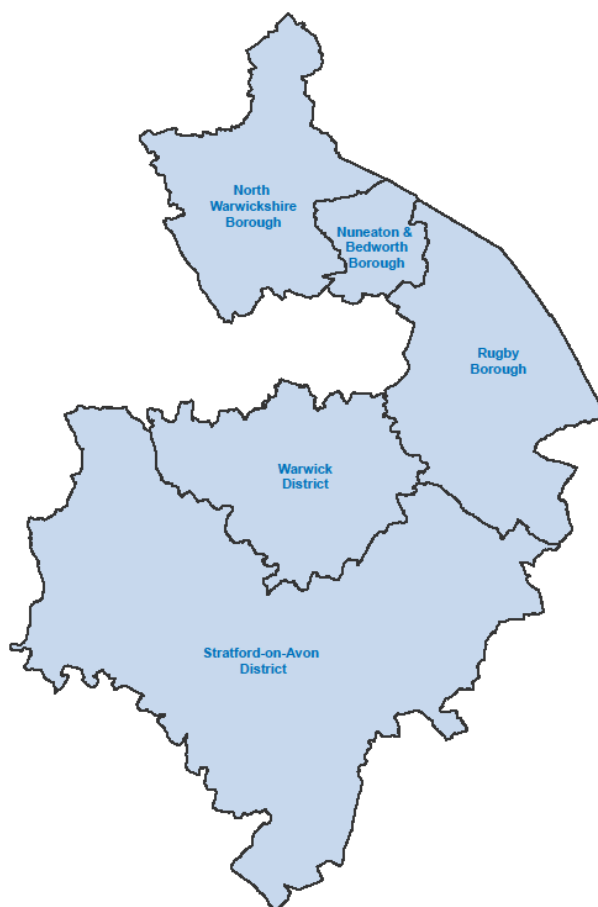
Warwickshire Office of the Police and Crime Commissioner
3 Northgate Street
Warwick
CV34 4SP

Tel: 01926 412322

Email: opcc@warwickshire.gov.uk

Website: www.warwickshire-pcc.gov.uk

4. Warwickshire



Warwickshire consists of 764 square miles with approximately 226,000 households, Bordered by seven neighbouring authorities. The table below shows the population numbers according to the 2011 Census from the Office of National Statistics (ONS).

Local Authority	Total Population	% BME Population
North Warwickshire	62,014	4.1%
Nuneaton and Bedworth	125,252	11.1%
Rugby	100,075	15.9%
Stratford	120,485	6.4%
Warwick	137,648	16.6%
Warwickshire	545,474	11.5%

The largest towns in Warwickshire are: Nuneaton; Rugby; Royal Leamington Spa; Warwick and Stratford-upon-Avon. There are 24,167 registered businesses in the county, with a significant majority (71%) based in rural areas.

A number of new developments are planned in the county, for example, 6500 new homes on the Radio Mast site near Rugby which need to be factored into our planning.

Warwickshire is one of the safest places to live, and crime levels are low compared to regional and national averages. Crime has been falling over the last few years,

with, for example, an average of less than six burglaries a day throughout the county. It is my intention to maintain and improve this performance so that Warwickshire is not only a safe place to live, but will feel safe for people in Warwickshire.

4.1 The Strategic Alliance

I am committed to local policing and am very supportive of the development of Safer Neighbourhood Teams. However, I also recognise that to tackle serious crime and to protect the public from harm there is a need for a wide range of specialist teams and services; firearms, anti-terrorism, intelligence, major investigation and so on which can be provided most effectively in collaboration with another Force. That is why I am fully supportive of the Strategic Alliance with West Mercia Police (which covers Shropshire, Telford & Wrekin, Worcestershire and Herefordshire). The Alliance has enabled the delivery of effective high quality and value for money specialist protective and enabling services working in both Force areas: The Alliance has enabled frontline services to be protected by creating economies of scale, reducing management posts, streamlining processes and reducing the cost of services which support operational officers and staff.

This joint working has not only created more resilience in our protective and enabling services with a greater pool of skills, experience and expertise but also allowed both Forces to reduce the impact of significant budget reductions on operational policing.

I will work very closely with the Police and Crime Commissioner for West Mercia who shares my commitment to strengthening and developing the Alliance.

However, each Force will continue to retain its identity and to be led by a Chief Constable and Deputy Chief Constable. My focus will be to work with and hold to account the Chief Constable for Warwickshire, Andy Parker, who is supported by his Deputy, Neil Brunton.

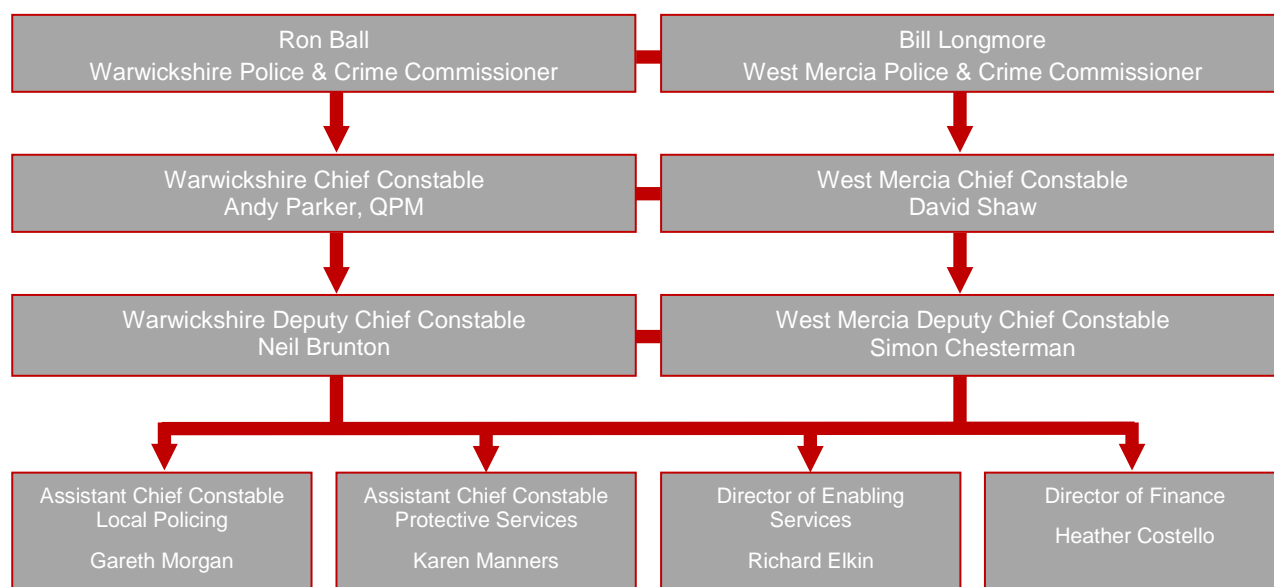


Andy Parker
Chief Constable



Neil Brunton
Deputy Chief Constable

4.2 Alliance Structure Chart



A full structure chart for the Alliance showing all the areas of responsibility is given in Appendix A.

4.3 Warwickshire Police

The table below shows the total number of budgeted posts (not the number of staff employed) as at the 1 January 2013.

There is a further breakdown showing the percentage of females and the percentage of minority ethnic staff and these numbers are based on the number of actual employees.

Also, the number of Police Staff Volunteers is an actual figure as there is no specific budget for volunteers.

	Total number of budgeted posts	% of Females	% of Minority Ethnic
Police Officers	804	28%	4.5%
Police Staff	697	58%	4.3%
Police Community Support Officers	117	53%	3.8%
Special Constables	264	29%	6.8%
Police Staff Volunteers	81 (actual number)	68%	12%

4.4 Local Policing in Warwickshire

Within Warwickshire, policing will be organised into two policing areas, North Warwickshire (covering North Warwickshire, Nuneaton, Bedworth and Rugby Borough Council areas) and South Warwickshire (covering Warwick and Stratford District Council areas); each led by a local Superintendent who will be responsible for Safer Neighbourhood Teams, response teams, local investigation and harm reduction.

I am fully committed to supporting local policing in Warwickshire and will work to support SNTs and to establish links between SNTs, the communities they serve and my office.

4.5 Crime in Warwickshire

Performance for the year to date is the best for many years. The focus on 'high harm causers' and on reducing crime and catching criminals continues and thanks to the hard work of all staff involved the key priorities are being achieved.

Crime is falling and pressure needs to be maintained on those that continue to offend. Warwickshire Police has a good track record of not letting organisational change impact on protecting people and communities from harm.

Warwickshire is a safe place to live. Crime in the county is relatively low and falling. However, there is no room for complacency. The Chief Constable and I are committed to working together to reduce the volume of crime still further and as importantly to provide information and reassurance to reduce the fear of crime. Here is some key information about crime in Warwickshire.

The number of crimes involved in Warwickshire has steadily fallen since 2008/09 (April – December). For the period April to December 2012, there were on average 82.5 crimes committed each day across Warwickshire, compared to 93 in the same period in 2011.

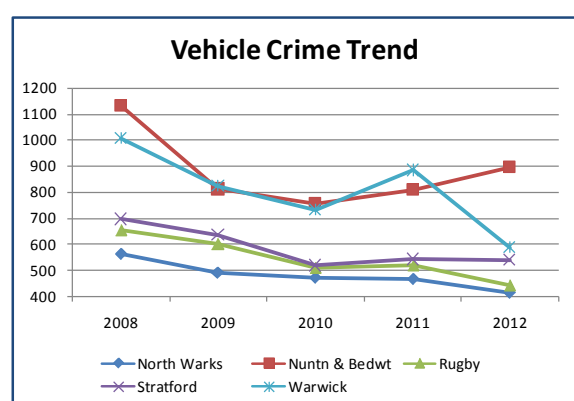
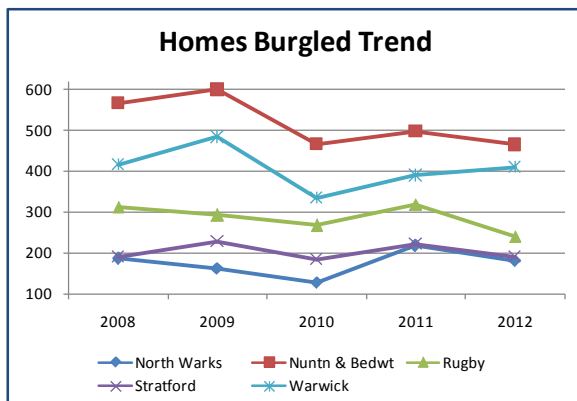
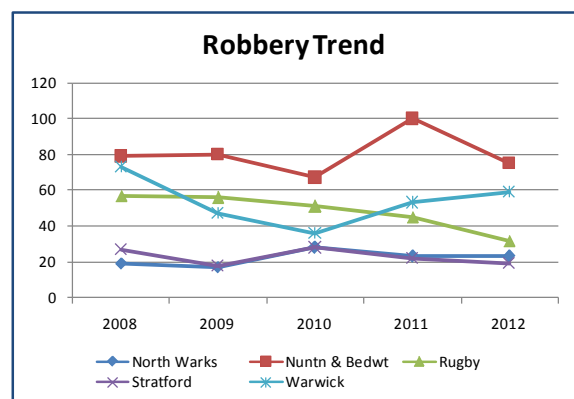
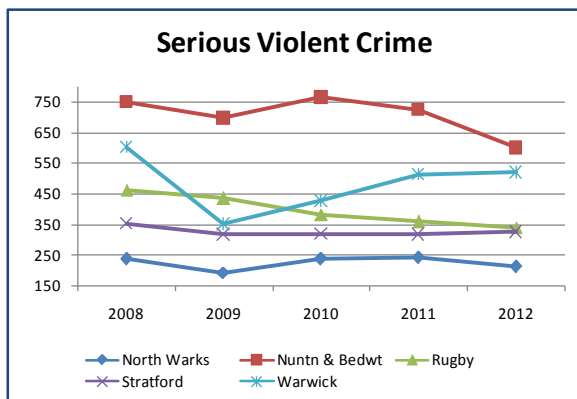
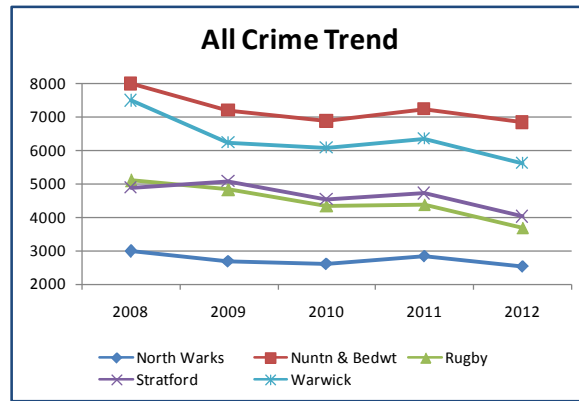
In 2012, there were 208 robberies, 35 fewer than the previous year, across the county. This means an average of less than one a day.

In 2012, there were on average 5 burglaries per day across the whole of Warwickshire.

For the same period, there were on average 10.5 vehicle crimes per day in Warwickshire.

Since 2008/09 the number of crimes has fallen in Warwickshire from 28,439 in 2008 (April – December) to 22,685 in 2012 (April – December), a fall of more than 20%

It is my intention to maintain and improve performance so that Warwickshire is not only a safe place to live, but people feel safe in their homes and communities.



5. Partnership Working

It is generally recognised that there are a range of organisations and agencies, both voluntary and statutory, who are working together to reduce crime and disorder. Strong partnership working already exists between the police, local councils, voluntary groups and other statutory agencies. I am committed to supporting those relationships and to listening to people working 'on the ground' to identify gaps in our provision and where we have duplication and overlap. We need to be totally joined up and make every penny count.

5.1 Community Safety Partnerships

There are four Community Safety Partnerships which bring together a number of public services including the County Council, the relevant District/Borough Council, Health, the Fire and Rescue Service, the Probation Service, the Youth Offending Team and the police, and in many cases voluntary agencies. They are in a very strong position to identify local priorities and to respond quickly to concerns, in co-operation with Safer Neighbourhood Teams. I wish to establish a strong relationship with CSPs and to use my office to support their work, allocating additional resources through community safety grants.

5.2 Young People

A key priority for me is to continue the very good work which has been done in Warwickshire to reduce the number of young people entering the criminal justice system and to reduce the rate of re-offending by young people. I intend to work with the Youth Offending Service to ensure that the emphasis continues to be on prevention and avoiding custodial sentences for young people, looking at community sentences and the opportunities presented by 'restorative justice'. I will work with the statutory agencies in particular the county council and the district / borough councils to ensure young people at risk are receiving appropriate education and have suitable accommodation. We need to have a particular focus on the support we offer children and young people in care and leaving care.

In many parts of the county there are schemes, often funded by local councils and community safety partnerships, which offer activities for young people and which provide support, advice and guidance to young people to prevent them getting into trouble. In difficult financial times I hope to be able to encourage and promote those activities and support to particular young people who are vulnerable or at risk of becoming involved with crime. I will work with, for example, Family Intervention Projects and the Priority Families team within the county council.

In doing so, I want to listen to the views of young people. Too often young people are seen only as committing crime when in fact many young people are the victims of crime. I want to stress that the vast majority of young people are working hard at school and college, doing well, being part of youth organisations and making a positive contribution to their communities. I want to promote and celebrate their success, and listen to their ideas for how we can improve things.

I intend to meet regularly with representatives of young people, members of the Youth Parliament, the County Youth Forum (VOX) and area representatives to hear their concerns and their ideas.

5.3 Health and Wellbeing

The links between health and criminality are complex but well documented. For example according to national statistics it is estimated that 90% of offenders have mental health problems and 44% of crime is alcohol related. Mental health and substance misuse will be a priority for me in my discussions with colleagues in the Health Service. I wish to see the very successful work of the Criminal Justice Mental Health Liaison Service continue and to secure longer term funding for mental health services for offenders and those at risk of offending. I will be looking carefully at projects that tackle issues of drugs, alcohol and crime and disorder, and support them with community safety grants where they can be seen to be effective. I am determined that to receive any funding, projects must be outcome focussed and evidence based.

The Joint Health and Wellbeing Strategy being prepared by partners across Warwickshire recognises the impact that being a victim of crime or harassment has on the wellbeing of individuals and communities. I share the priorities identified in the draft strategy.

- Family intervention
- Anti-social behaviour
- Domestic violence and abuse
- Safeguarding children, young people and adults

I will work closely with the Warwickshire Health and Wellbeing Board and contribute to developing a county-wide strategy.

5.4 Warwickshire Criminal Justice Board

It is set out in law that a particular duty of the Police and Crime Commissioner is to have oversight and responsibility to ensure an 'efficient and effective criminal justice system' for the police area. In order to do that I will work closely with the Criminal Justice Board for Warwickshire which brings together the Police, the Court Service and Crown Prosecution Service, the Youth Justice Service, Probation and the Prison Service.

I share the priorities of the Board to:-

- Reduce the number of victims of serious crime.
- Reduce re-offending.
- Improve the administration of justice and ensure effective management of the Justice Courts.
- Increase the use of restorative justice.

I want to work with the Board and with Community Safety Partnerships who have a statutory duty in this regard to implement an effective approach to integrated offender management to protect communities and reduce re-offending. I also want to ensure that we offer comprehensive and consistent support to the victims of crime and to develop further the good work already being done by Victim Support.

5.5 Safeguarding

I have a statutory duty to ensure that the Chief Constable fulfils his responsibilities in relation to the safeguarding of children and the promotion of child welfare; and under the Children Act 2004 to work with other agencies to safeguard children in the police area. I have identified, as a high priority, the need to protect and safeguard children, and vulnerable adults who might not be able to protect themselves because of a physical or mental disability, age or illness. I will therefore be engaging with Local Safeguarding Boards to ensure effective arrangements are in place to protect vulnerable people and that the police are able to make an effective contribution to their work.

5.6 Volunteers

I am aware of the very important role of volunteers in the criminal justice system and am committed to working to support them and promote their work. These include:

- Neighbourhood Watch
- Victim Support
- The Special Constabulary
- Civilian volunteers who work with the Police
- Independent Custody Visitors

All of these volunteers make a huge contribution to the safety and wellbeing of our communities and I want to increase their numbers and the support they are given. I am reviewing the support my Office gives to all these groups. I want to establish better communication between them and me and will meet on a regular basis with representatives of their organisations. I want to help recruitment and training.

I will allocate resources to recruit and train more Special Constables, to increase significantly the numbers of Special Constables to more than 400, an increase of more than a hundred on the number planned. This is wholeheartedly supported by the Chief Constable, It will represent the largest recruitment programme for Special Constables ever seen in the county.

5.7 National and Regional Collaboration

Criminals have no respect for county or force area boundaries so particularly in relation to serious and organised crime there is a need for collaboration between forces. In addition to the Strategic Alliance with West Mercia police, Warwickshire Police will work with other forces in the West Midlands area and nationally an approach I fully support.

I will ensure that we monitor 'cross-border' crime, along the main roads into the county working with the neighbouring forces.

6. The Commissioner's priorities

The Police Reform and Social Responsibility Act 2011 requires me to set out my police and crime objectives for the county of Warwickshire, which are to:

- Reduce crime and disorder.
- Protect communities from harm.
- Empower local communities to prevent crime and disorder.
- Deliver an efficient and effective police force for the people of Warwickshire.
- Meet the requirements of the Strategic Policing Requirement.

In my executive summary I outline the underlying principles of my approach to policing and crime reduction in Warwickshire. Together with an assurance that the principles of equality and recognising diversity underpin all our work, those principles are

- Stronger local policing.
- Valuing people and increasing visibility.
- More effective and early intervention, and a focus on prevention
- Better communications.
- Financial responsibility.

Central to this approach is a commitment to value and to protect the most vulnerable within our communities, not least the victims of crime. I will provide a voice for those sometimes labelled as 'hard to reach', including young people, black and minority ethnic communities.

Such work cannot be done in isolation as illustrated in the previous section of this plan. Collaboration with the planning and activities of our statutory and non-statutory partners, both from within and beyond the criminal justice system is critical to success.

I recognise and acknowledge that there has been a long tradition of collaborative working between Warwickshire Police and partner agencies to address policing and community safety issues throughout the county, and I will build upon this.

Such an approach will not, however, deflect me from a belief that Warwickshire Police has the primary role in the county for the reduction of crime and disorder, the protection of communities from harm and the delivery of an effective and efficient policing service. Consequently, it will be against these three objectives that primarily the performance of Warwickshire Police will be measured

6.1 Objective 1

Reduce Crime and Disorder

The data show that Warwickshire is a relatively safe place to live. The crime rate in the county is low and falling. However, there is no room for complacency. Every crime impacts on individuals and on communities. People have very clearly said to me that protection from harm and being able to feel safe in their homes and communities is a major priority for them – as it is for me.

Reduction in crime however can only be achieved by the police working with other voluntary and statutory agencies working on prevention and early intervention and on preventing re-offending.

Data suggests for example that around 10% of crimes in Warwickshire are related to drugs and alcohol.

I will therefore aim to:-

- Reduce the volume of crime associated with drugs and alcohol.
- Reduce the volume of anti-social behaviour.
- Ensure that offenders are brought to account and work to reduce reoffending.

I am also very aware of the concerns of business about the impact of crime which can affect the viability of businesses and the livelihoods of employees. The small shopkeeper, where business is threatened, is a victim of crime from both an individual and business perspective. I will work with local businesses to identify jointly a strategy to reduce business crime and support the efforts of, for example, the Road Haulage Association to reduce crime against the industry.

I recognise that a very significant proportion of crimes in Warwickshire are committed by people from outside the county making use of our central position and good road networks. Our approach to this needs to involve not only working with West Mercia within the Strategic Alliance, but also other neighbouring Forces. Cross-border crime will be high on my agenda in my discussions with other Police and Crime Commissioners.

I also recognise that a very significant proportion of crime in Warwickshire is committed by a relatively small number of people and operating in a small number of high crime areas. A key role for the police is to catch criminals and I welcome and support the proactive approach Warwickshire Police have taken with Operation X, in partnership with local district and borough councils, to focus on 'high harm causers' and on the three Policing Priority Areas. Nearly a quarter of all crime and anti-social behaviour is committed in these three small areas of Rugby, Leamington and Nuneaton.

Effective work to prevent re-offending is vital to seeing reductions in crime. I fully support the work being done by the Safer and Stronger Board and Community Safety Partnerships to develop a 'Reducing Re-offending Strategy'

This has already made a huge contribution to reducing crime and disorder and I am confident it will make a similar impact in the coming year and beyond.

I am fully committed to seeing crime and disorder falling in Warwickshire.

I will do this by:

- Supporting and promoting the focus of Warwickshire Police in partnership with the district and borough councils, on 'high harm causers' and Priority Policing Areas.
- Supporting the work of the police to restrict the supply of illegal drugs.
- Promoting the work of statutory and voluntary agencies to reduce the demand for illegal drugs through education and publicity about the harmful effects of drug use.
- Working with agencies who help people to tackle their dependency on drugs and alcohol and to promote responsible drinking.
- Ensuring that community safety grants I allocate are used to best effect, supporting projects which focus on outcomes and which are shown to be effective.
- Looking at innovative ways of tackling anti-social behaviour in town centres. For example I have been hugely impressed by the work of 'volunteer street pastors', initiated by the churches and working at night in the town centres like Rugby, Leamington and Stratford. I recognise the contribution that CCTV, largely funded by the Borough and District Councils makes to tackling crime and disorder in town centres.
- Continuing the success of the Local Criminal Justice Board and Probation Service to ensure an integrated system for managing reoffending. The re-offending rates are too high nationally and locally. I want, in particular, to see a strengthening of models of 'restorative justice' which have been seen to be effective in reducing reoffending and giving a sense of justice for victims.
- Strengthening the work of the Safer Neighbourhood Teams and their relationship with the community they serve; so that everyone knows how they can contact their local team to report anti-social behaviour and help identify solutions to local problems.
- Developing with other local Forces joint strategies to tackle cross-border crime.
- Listening to, and promoting advice to the business community to prevent business crime, through the Business Crime Prevention Network.

- Working with Warwickshire Community and Voluntary Action (CAVA) and the Safer Futures Communities Network they host, and other groups such as Neighbourhood Watch and Crime Stoppers.
- Meeting on a regular basis with people such as the members of the Youth Parliament and VOX, the county youth forum.

6.2 Objective 2

Protect the Public from Harm

Protecting people from harm is a central principle which underpins the work of the Warwickshire Police and is a principle to which I am totally committed. The police have rightly focused on 'high harm causers' in order to reduce their impact on individuals and communities.

Within that overall approach I want to give priority to four key areas of policing:-

1. Hate Crime

This involves any criminal offence which is perceived by the victim or any other person to be motivated by hostility or prejudice based on a personal characteristic such as for example, race, disability, religion or belief or sexual orientation. In 2011-12, 391 hate crimes were reported to Warwickshire Police although national evidence suggests that many such crimes go unreported.

2. Domestic Abuse

It is estimated that 1 in 4 women nationally experience some form of violence from a partner at some time in their adult lives. In North Warwickshire 26% of offences were related to domestic abuse. In 2011-2012, there were nearly 1500 crimes recorded as domestic abuse or violence in Warwickshire. Around 60% of people with whom the Probation trust work have a history of domestic abuse while their convictions are often for different crimes. There are a number of agencies working with the police to support victims, including men who are also victims of domestic abuse, and I will support the development of good practice in this area.

3. Sexual Violence and Abuse

In 2011-12, there were 352 sexual offences in Warwickshire. Again there is probably significant under-reporting of these crimes. There are a number of agencies, both statutory and voluntary working in this area, and I will work with them to promote best practice and effective support.

4. Safeguarding Vulnerable Children and Adults

I have a particular statutory duty set out in legislation in relation to safeguarding vulnerable children as does the Chief Constable. There is a very

effective Safeguarding Children Board in Warwickshire. I intend to work closely with them. Similar arrangements are being put in place to safeguard vulnerable adults who might not be able to protect themselves from harm or exploitation by reason of disability, physical or mental, or illness. I will ensure that the police fulfil their duties as part of these arrangements.

Trafficking of people is becoming an area of concern nationally and regionally which will be the subject of discussion with the Chief Constable and neighbouring Commissioners.

Clearly I want to see a reduction in these incidents but nationally there is a level of unreported crime in all these areas. An increase in reported crime may be seen, therefore, as a positive indication that more people feel confident in going to the police. I want to focus on this as a key area in my discussions with the Chief Constable.

Road Safety

In Warwickshire between 2008 and 2012 an average of 31 people were killed and a further 285 people seriously injured in road traffic collisions. I will support the focus of the Road Safety partnership to reduce the number of road traffic collisions through a programme of engineering, collaboration and enforcement. I would like safety of cyclist to be an important part of that strategy.

This is an important programme to protect the people of Warwickshire from harm.

I will do this by:

- Monitoring the number of reported hate crimes, sexual offences and incidents of domestic abuse.
- Working with victims of crime and Victim Support to ensure that the views of the victim are sought and help to shape the criminal justice system in Warwickshire.
- Supporting statutory and voluntary agencies who support victims of domestic abuse, sexual abuse and hate crimes.
- Further developing the Sexual Assault Referral Centre established as a regional resource to ensure support for victims and ensuring its contribution to successful prosecutions.
- Engaging with particular communities, for example, Warwickshire Race and Equality Partnership and other organisations representing Black and Minority Ethnic Communities, disabled people and Lesbian, Gay, Bisexual and Transgender (LGBT) people to encourage the reporting of hate crime and to tackle it where it occurs.
- Ensuring the police's contribution to the safeguarding of both children and vulnerable adults working to ensure integration across partner agencies.

- Investigating innovative ways to prevent crime against people and promoting early intervention; for example the appointment of an outreach worker in North Warwickshire to offer support to women threatened by domestic abuse.
- Supporting the work of the Road Safety Partnership.

6.3 Objective 3

Empower local communities to prevent crime and disorder

Robert Peel believed when establishing the first police force that *'the police are the public and the public are the police'*. I support the view that we all can and should have a role in preventing crime and disorder.

I am committed to local policing close to communities and supporting and promoting the wide range of voluntary groups and statutory agencies who work with the police to prevent crime and disorder.

I will do this by:

- Working closely with existing voluntary organisations such as Neighbourhood Watch, reviewing the support my office gives to those organisations and meeting them regularly to identify concerns and ideas for improving services.
- Supporting the work of the four Community Safety Partnerships and the Local Criminal Justice Board and supporting local projects which have clear outcomes and where practice is based on evidence of what works.
- Being a signatory along with other public and voluntary bodies to the Military Covenant which gives commitments to support from those bodies to former members of the Armed forces.
- Supporting the role of the Safer Neighbourhood Teams and increasing their visibility in the communities they serve.
- Ensuring that numbers of Police and Community Support Officers (PCSOs) does not fall below 100 officers and maintaining broadly the current number of Police Officers.
- Listening to the views expressed by local people at Community Forums, faith forums, the Race Equality Partnerships or Victim Support Groups and establishing a network of 'community safety ambassadors' who will be my eyes and ears in local communities.
- Ensuring the best possible deal for victims of crime with consistent and comprehensive support for victims across the county.
- Meeting on a regular basis with Members of the Youth Parliament (MYP's) the County Youth Forum and representative area groups of young people.

- Establishing links with the county council, with local district/borough councils, the Fire and Rescue service and the Health Service working through the Warwickshire Health and Wellbeing Board.
- Increasing the number of special constables. As at 1st April 2013 there are 309 special constables. I intend to see the number of additional special constable's increase by a further 100 posts. The planned establishment of 410 posts will be the largest number of Special Constables in the history of policing in Warwickshire.

6.4 Objective 4

Deliver an Efficient and Effective Police Service for the Public of Warwickshire

In June 2011 Warwickshire Police and West Mercia Police, supported by their respective police authorities recognised that by working in collaboration they could deliver more effective specialist protective services and enabling services which would allow more resources to be allocated to 'front line' policing and which thereby better protect people in both force areas from harm.

Both forces therefore have entered into a Strategic Alliance with each force retaining its Chief Officers and separate identities while at the same time integrating services across the two force areas.

This has allowed:

- A single consistent model of policing with identifiable neighbourhood policing teams in all communities across both force areas.
- The development of a range of specialist protective services, for example firearms teams, forensics, intelligence and major investigation teams.
- Enabling services, such as finance and HR, to be brought together which has produced more effective and specialist teams, and reduced costs.
- Economies of scale which have allowed both forces to meet the challenging budget reductions both forces face, to reduce the numbers of staff in management roles and to maintain the number of staff in operational roles.

I am fully committed to the Alliance and will work to implement the 'Blueprint' for change while protecting the separate identity of the Warwickshire Police and local neighbourhood policing in Warwickshire.

I will monitor on a regular basis the effectiveness of Protective Services in tackling serious crime including serious and organised crime and cyber crime and managing threats to people in Warwickshire from terrorist organisations of whatever sort.

Good local policing is key to dealing with crime and anti-social behaviour. I plan more consistent provision of local policing and will establish direct links between my office and each Safer Neighbourhood Team so I am clear about the issues that

concern local communities. It is my aim that the people of Warwickshire will, at a very minimum, know their local Beat Manager by name.

Moreover, central to high and consistently performing local policing are the skills and calibre of our people on the ground. The reduction in the number of Police Officers and Police Community Support Officers (PCSOs) has gone far enough. I will maintain the number of PCSO's at current levels, during my period as Commissioner.

I plan a significant increase in the number of Special Constables and for these new recruits to be assigned as far as possible to work in Safer Neighbourhood Teams. I have asked the Chief Constable to review the powers of PCSOs and eliminate unnecessary bureaucracy and duplication of effort.

I wish to build on the successful volunteering programme recently implemented by the Force. Warwickshire Police currently have 81 Police Service Volunteers, offering a total of 7000 hours in the past 12 months, across different roles. These people volunteer in many different departments including Local Investigations, SNTs, Data Protection, Crime Prevention, and I.T. Volunteers are able to offer their support in a significantly widening range of areas.

The volunteer's programme is helping to increase public confidence and protect our communities from harm. The programme involves three distinct categories of people:

- Volunteers directed, trained and managed by the Force, e.g. Specials and Police Service Volunteers
- Volunteers from external partner organisations, for example, Neighbourhood Watch, Street Pastors and Crimestoppers.
- Volunteers who inspect parts of the Force's services, such as Independent Custody Visitors, and those who advise on the design and delivery of our services.

I will do this by:-

- Working closely with the Police and Crime Commissioner for West Mercia who is similarly committed to the Alliance.
- Monitoring the performance of policing in Warwickshire in regular meetings with the Chief Constable and his Deputy.
- Reviewing and updating the agreed 'Blueprint' for change as the plan is implemented and in the light of changes in circumstances.
- Monitoring carefully to ensure that planned savings are achieved across the Alliance.
- Working closely with Warwickshire CAVA and other organisations to encourage and support the recruitment of volunteers.

6.5 Objective 5

Respond to the Strategic Policing Requirement

The Strategic Policing Requirement (SPR) was published in July 2012 by the Home Secretary. It sets out national threats that the police must address and the capability that police forces across the country must maintain to allow them to do so.

These threats include terrorism, civil emergencies and public order events which cannot be managed by a single force alone. The SPR helps us and the Chief Constable to fulfil our national responsibilities by:

- Helping to plan effectively for policing challenges that go beyond the boundaries of Warwickshire or the force area covered by the Strategic Alliance.
- Provide guidance to the Chief Constable and enable me to hold him to account for delivering these functions.

I will do this by:-

- Meeting regularly with the Chief Constable and his Deputy to discuss and monitor the capability and requirement to deliver the requirement of the SPR
- Liaising with the Police and Crime Commissioner in West Mercia and PCC's across the West Midlands and nationally.
- Reviewing and implementing the Police and Crime Plan in the light of the requirement of the SPR.

7. Accountability and Performance

I have agreed a range of performance measures and targets with the Chief Constable initially for the first year of the Plan 2013-14. This will enable me to monitor the performance of the Force and the implementation of my priorities.

In doing so, I recognise that the development of meaningful targets is a complex process and that care needs to be taken to ensure performance measures do not become a significant bureaucratic burden or lead to a skewing of priorities in a way which is not intended.

The areas in which I have agreed ambitious but realistic targets are in relation to the number of recorded crimes and their detection rate are:-

Total number of recorded crimes
Violence against the person with injury
Robbery
Domestic burglary
Anti-social behaviour
Road traffic collisions

It is important to recognise that the achievements of these targets and in particular the target in relation to Anti-Social Behaviour cannot be achieved without the effective support of the other agencies including the Community Safety Partnerships and statutory bodies established in each Borough/District Council area.

In line with the priorities set out in my Plan I will also monitor performance measures in relation to:

- The number of warranted police officers, PCSOs and special constables
- The financial performance of the Force and Strategic Alliance
- User satisfaction, and in particular satisfaction levels of the victims of hate crime
- The numbers of crimes associated with drugs and alcohol
- Domestic abuse and sexual violence and abuse
- Equality and diversity in relation to employment and service delivery

I am also investigating the best and most cost effective way to gauge the views of the public on crime and policing in addition to my meetings and involvement with community forums, special interest groups and the public more generally.

I am committed to being as open and transparent as possible.

The performance of the Force will be a standing item on the agenda of the bi-monthly meeting I hold in public with the Chief Constable.

I will publish a range of information about my policies, my actions and my performance through my website, press releases and social media.

8. Governance

8.1 Meetings with the Chief Constable

I will meet the Chief Constable informally on a regular basis.

Every two months I will have a formal meeting in public with the Chief Constable. The agenda will be published on the OPCC website seven days in advance of the meeting and the minutes of the meeting within ten working days.

Members of the public may attend and may submit questions in advance in writing for the Chief Constable or myself. A response will, if possible, be given at the meeting. In some circumstances a reply will be given in writing.

8.2 The Police and Crime Panel

As the Police and Crime Commissioner I want to be held to account by the people of Warwickshire and will meet regularly with community forums and other representatives across the County. In addition my work will be scrutinised by a Police and Crime Panel. This comprises ten elected councillors from the County Council and the five borough/district councils in Warwickshire, as well as two independent co-opted members.

Warwickshire County Council is the lead authority for the Panel and provides the administrative support for it.

The Panel is not a replacement for the former Police Authority. It does not hold the Chief Constable to account but is able to scrutinise any Police and Crime Commissioner actions.

The duties of the Panel include:-

- Requesting information from the Police and Crime Commissioner and their attendance at meetings of the Panel.
- Making recommendations on the Police and Crime Plan and my annual report.
- Making recommendations on the appointment of the Chief Constable with the power to veto the appointment.
- Making recommendations on the level of local tax to fund policing in the Force area, known as 'the precept'.

It is a requirement of the Panel to carry out its responsibilities with a view to supporting the effective exercise of the functions of the Police and Crime Commissioner for that area.

The Panel meets approximately every two months, in public. Details of the meetings are available on the Warwickshire County Council website.

I look forward to the challenge and support the Panel can offer.

8.3 Audit Committee

I will establish an Audit Committee which will receive and scrutinise audit reports on the work and finances of the Police and Crime Commissioner.

It has been agreed that there should be a single audit committee for the two Forces and the two Police and Crime Commissioners in the Strategic Alliance. The Committee will consist of six independent members, appointed by both commissioners. I support this important layer of accountability and scrutiny but also an approach which reduces bureaucracy and red tape, and strengthens governance and internal controls.

8.4 Public Information

I am committed to working in as open and transparent a way as possible.

I will, therefore, publish on the website of my Office all decisions I have taken where there could be public interest or which I am legally required to publish.

The Government has also set out regulations about information that Police and Crime Commissioners must publish on a regular basis. This includes information about:

- Relevant policies
- The organisation and staff of the Office of the Police and Crime Commissioner
- How complaints will be dealt with.
- Details of all public meetings of the PCC.
- Budget and expenditure.

A copy of the Publication Scheme which sets out in more detail the information to be published and when is available on the website of the OPCC.

8.5 Maintaining Standards – Dealing with Complaints

Complaints about the police are the responsibility of the Chief Constable and should be directed to the Professional Standards office:

Professional Standards Department
Warwickshire Police Force
PO Box 4
Leek Wootton
Warwickshire, CV35 7QB

I will discuss with the Chief Constable the handling of complaints about the force.

I am responsible only for complaints against the Chief Constable and against staff within my own office.

Complaints about my own actions or those of the Deputy Police and Crime Commissioner fall to the Police and Crime Panel who may if the complaint is considered serious or criminal refer the matter to the Independent Police Complaints Commission (IPCC).

9. Equality, Diversity and Human Rights

9.1 Holding to Account

Part of my role is to ensure that the Chief Constable is exercising his duty in relation to equality and diversity as set out in legislation including the Equalities Act of 2010.

That Act, which applies similarly to my own office, requires any public authority to ensure that in their operation they have regard to:-

- Eliminating unlawful discrimination, harassment and victimisation.
- Advancing equality of opportunity.
- Fostering good relations between diverse groups.

The Chief Constable and I are fully committed to those principles, underpinning all of our work, whether in terms of employment or the delivery of policing. The statement set out in the Force's equality policy is a good summary of our commitment:

No person will be treated less favourably on grounds of race, colour, nationality, ethnic or national origin, disability, sex, marital or parental status, pregnancy and maternity, age, religion or belief, sexual orientation, proposed or actual gender re-assignment, economic group, employment status, politics, staff association or trade union membership, or any other condition which cannot be shown to be wholly justified in relation to employment with Warwickshire Police or in delivering services to the community.

We will continue to have a focus on crime which impacts on particular communities, in particular, tackling 'hate crime', all forms of harassment and anti-social behaviour.

I will scrutinise carefully the equality objectives the Force is developing for 2013 and 2014, and monitor performance data which relate to those objectives. I will seek to ensure that an equality analysis is carried out on every aspect of this Plan and on the operation of the Force so that the impact of decisions on minority groups with a particular characteristic can be assessed.

I will meet regularly with the Deputy Chief Constable who chairs the Force's Equality, Diversity and Human Rights Board, a responsibility which demonstrates the importance of this issue for the Force.

9.2 Independent Advisory Groups.

In order to improve engagement with communities in the county, Warwickshire Police has established Independent Advisory Groups. These consist of volunteers from across the county who meet formally with representatives of the Force and my Office to give feedback and advice on the performance of the force. One of the groups represents the Lesbian, Gay, Bisexual and Transsexual (LGBT) community. Members of the IAGs may also be contacted from time to time should a particular issue arise. This is an important part of our engagement with the public which I intend to support and promote.

9.3 Independent Custody Visitors

Every Police and Crime Commissioner has to provide an Independent Custody Visiting (ICV) scheme. These are volunteers who on a regular basis visit custody suites around the county to ensure that standards in custody units are maintained and the human rights of people in custody have not been breached. They produce reports for me on their visits and any concerns are raised with the Chief Constable.

This is an extremely valuable service. I am reviewing the support provided by my office to this service and I will meet visitors on a regular basis.

10. Resources

10.1 Budget

I am responsible for setting the budget for the police force and the council tax to fund policing in Warwickshire. I am also responsible for distributing community safety grants. Funding for policing comes from two sources, grants from Government and money raised locally through the Council Tax. I also have a medium term financial plan, looking forward at spending and resource levels over a number of years.

The key feature of the budget and the medium term financial plan which I have agreed for 2013-14 are as follows:-

- A net revenue budget, after savings, of £92.121m. A breakdown of this budget, analysed by type of expenditure and across the Office of the Police and Crime Commissioner and Force management structure, is provided on my website. The analysis will be updated throughout the year.
- The budget incorporates challenging savings targets, requiring £11.881m to be delivered over my term of office, and a further £3.140m over the succeeding two years, based on our current resource and spending projections. We have already made significant progress in delivering these savings. The Strategic Alliance with West Mercia is central to our future savings delivery plans. As these savings will take several years to be fully realised, reserves will be used prudently, and on a temporary basis, to balance the budget. The savings are incorporated into the medium term financial plan which is also published on my website and updated periodically.
- Notwithstanding the challenge that delivery of the budget presents, I have made provision for a fund of £2.5m to be established to deliver three important priorities, namely safeguarding and improving the amount of funding available for community safety grants, increasing substantially the number of Special Constables and providing a network of Community Ambassadors across the county.
- I have agreed a capital programme in 2013-14 of £9.307m and over the next 5 years of £29.625m. Further analysis of this programme is provided on my website, and this will be periodically reviewed and revised where necessary.
- There will be no increase in Council Tax for policing in 2013-14. This element of the Council Tax is being held at the same level as in 2012-13, at £180.96 for a Band D property.

10.2 Future Prospects

The funding position in future years remains uncertain. Significant savings have to be made to balance our budget and plans are in place through the Strategic Alliance to achieve those savings over the next few years. However the uncertainty about government funding in 2014-15 and beyond means that I can give no commitments about the precept beyond the financial year 2013-14. As part of our strategy I have agreed that we should look very carefully at our reserves so that they can be used to help balance our budget on a temporary basis, where this is feasible, appropriate and prudent.

11. Appendices

11.1 Appendix A

