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BUILDING A SAFER WARWICKSHIRE

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Foreword by Ron Ball - Police and Crime Commissioner for Warwickshire

Upon taking office in November 2012, with some trepidation I looked at the blank sheet of paper which constituted the rule book on how to do the job. However, in what feels like the twinkling of an eye, we have come a long way and I find myself writing the foreword to the final annual report of my term of office. For that reason this report provides a detailed insight into the work my office and I have undertaken this year and also looks back over the achievements since 2012.

This has been another year of significant developments, beginning in April with new Chief Constable Martin Jelley taking up his post. Over the past 12 months he has done an outstanding job leading the force; I have an excellent working relationship with him, just as I did with his predecessor Andy Parker. I was naturally delighted when Martin was awarded the Queen's Policing Medal in the New Year's Honours List.

Key work to deliver safety and security to our rural communities included the launch of the Warwickshire Mounted Police Support Volunteers Scheme in August, while the appointment of Business Crime Advisor Alex Williams has significantly driven forward our work to ensure the business community is similarly protected from crime. Major efforts have also been made to tackle cyber crime, with a ground-breaking survey revealing the true extent of the problem in the county, allowing us to target activity where it will have most impact.

In all of my dealings with partners and the public I have always sought to 'tell it as it is'. I have asked that we do the same with this report and, while there is a great deal to look back on with pride, not everything can be marked up as a success. The predictable strains on the workforce of implementing the Alliance blueprint should have been on my radar earlier than they were, and is something I readily acknowledge. Happily, real progress is now being made in this regard.

Earlier this year, Home Secretary Theresa May gave a speech to the Policy Exchange, where she gave her assessment of areas in which PCCs have proved very effective. She said: "PCCs have used their personal mandate to drive positive change not just in policing and crime but criminal justice, mental health and the wider emergency services. In doing so, they have faced up to the limits of their own direct influence and used partnership, not overbearing, to drive collaboration and joint working."

That would make a pretty good description of how things have worked here in Warwickshire – and I have little doubt this will continue to be the case in the future. And while I won't be directly involved from May having decided not to stand for re-election, I will be watching how PCCs continue to develop with genuine interest.



My key responsibilities:

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

Looking back...

In November 2012 like all Police and Crime Commissioners across the country I had to grapple with the task of establishing the credibility of a totally new form of police governance. In a relatively short period of time we have come a very long way and, thanks to the efforts of the staff in my office, we have done a good job of making the new system work. By focusing on the interests and concerns of the public I think we have managed to avoid some of the difficulties that have arisen in other parts of the country.

Any PCC who claims that “I” have done x, y or z since 2012 will be misleading you – and let me apologise in advance if I do fall into that trap on occasion; the very nature of this report does lend itself to that. The work of a PCC is so extensive and wide-ranging that it has to be a team effort; however the real credit for these achievements belongs to the small but dedicated team I have assembled within my office. Together with the officers and staff of Warwickshire Police and the many other statutory and voluntary agencies in Warwickshire, they all make a vital contribution to keeping the county safe.

Here are what I regard as some of the key achievements of my term of office:

The Alliance with West Mercia Police

One of the very earliest decisions I had to take was to ratify the blueprint for the Alliance with West Mercia Police. It was an easy decision to make and one that has been fully justified. It has delivered the closest collaboration between forces seen anywhere in the country and gives the best of both worlds; the two forces benefit by sharing a wide range of services and staff, while each individual force maintains the freedom to do things differently where local needs require a separate approach. I have strongly supported the Alliance while also resolutely defending Warwickshire's independence within it.

During the period of the previous and current Government Comprehensive Spending Review, Warwickshire Police has had to implement spending reductions totalling £28.2m. Without the Alliance, it is doubtful that the force would have been able to deliver these savings on its own without a drastic impact on frontline services. It would also have left the force ill-placed to meet the changing nature of crime, particularly in protecting vulnerable people and tackling cyber crime. The Alliance has brought resilience to meet these challenges as well as providing a successful blueprint which others across the country are now starting to adopt. In my view it has been a tremendous success.

Police and Crime Panel

As Commissioner I have enjoyed a good working relationship with the Police and Crime Panel. The members have been robust and challenging whilst retaining good humour. The role of the Panel has matured over my term and I would like to give

particular thanks to Cllr Dennis Harvey, Chair, and Mr Robin Verso, Vice-Chair, for our formal and informal relationships. Looking forward I hope that the Panel continue to have an open and positive dialogue with my successor.

Commissioning of Victim Services

Responsibility for commissioning services for victims of crime passed from the Ministry of Justice to Police and Crime Commissioners in 2014-15 to ensure that services could better meet the needs of local people. Following a comprehensive commissioning process, I awarded a five year contract to Victim

Support to deliver local support services for victims of crime in Warwickshire. The new contract means that each year 16,000 victims of crime are able to access emotional and practical support to help them cope and recover from the effects of crime, almost doubling the previous capacity.

Commissioner's Grant Scheme

During my term I have been immensely proud to financially support over 200 projects to the total sum of £4,332,460 through my allocated funding streams. Funding has been provided across the voluntary and statutory sectors and I have personally visited a large majority of these projects and seen for myself the positive outcomes achieved. My office has developed an internal evaluation process of all the grants

which prioritises grant funding against my top four priorities, whilst also ensuring all priorities in the Police and Crime Plan receive an appropriate level of funding.



Multi-Agency Safeguarding Hub (MASH)

During my term I have made it clear that I strongly support the implementation of a MASH in the county to provide the best possible protection by all agencies for the most vulnerable in society. One of the frustrations I have encountered is the length of time it can take for major partnership projects to become established. While I initially set the challenge for a MASH to be running by autumn 2015, this

deadline was unfortunately not met. I continued to push hard for its establishment and I am pleased to report that the Children's MASH will go live on May 3rd 2016, with a wider service for vulnerable adults later in the year. More details about the MASH can be found on page 14.

Mental Health Concordat

The launch of the Mental Health Concordat in Warwickshire is an excellent example of partnership working. The concordat sets out the standards of response that people experiencing a mental health crisis should expect to receive from the public agencies across the county,

including the police. An agreed partnership action plan is now being driven by the health service. A key outcome already achieved is the securing of partnership funding for a control room street triage scheme pilot in Warwickshire and Worcestershire.

Community Remedy Document for Warwickshire

The Community Remedy is about giving victims a voice. When dealing with low level crime and anti-social behaviour, victims now have a say in how an offender is punished. It allows police in their local areas to deal with low level crime and manage the offenders

within the community in consultation with the victim. Having a common sense approach to sorting out low level crime and disorder, gives the public confidence that out-of-court disposals are a workable, sometimes more beneficial, alternative to court.

Criminal Justice

Over my term of office I have witnessed a great deal of change with the split of the probation service and the inception of Community Rehabilitation Companies (CRCs). My office was a key player in the selection process of the Warwickshire CRC. However the changes experienced initially had a severe impact on my ability to provide

restorative justice services. Thanks to strong partnership working we have been able to fund two successful restorative justice projects which have now been identified as best practice and shared across the Alliance.

Operation Devonport

During my term of office, I made £9.176 million of targeted funding available to Warwickshire Police through Operation Devonport. This provided the force with additional stability and flexibility to meet operational challenges. There have been two distinct phases of activity. The first provided further resilience to offender management

and also targeted serious acquisitive crime. The second phase has provided staff resources over and above the normal establishment level to tackle the increased numbers of rape and serious sexual offences and also to establish a Cross Border Policing Team.

Trust, Integrity and Ethics Committee and the Joint Audit Committee

Both the Trust, Integrity and Ethics Committee (TIE) and the Joint Audit Committee have undertaken a comprehensive work programme during my term of office. Both Committees have added an extra layer of scrutiny to my work and that of Warwickshire Police.

I personally recruited and interviewed the members of the TIE committee and would like to thank all 5 members for their time and hard work they have committed to the role. In addition I would like to give particular thanks to Mr John Vereker, Chair of the Joint Audit Committee and Mr Adrian Blackshaw, Vice-Chair, for overseeing such a crucial function for the Alliance.

Living with Difference

One of my last undertakings during my term has been to hold an event to develop some of the ideas arising from the recent report by the Commission on Religion and Belief in Public Life, chaired by Baroness Butler-Sloss, which examined the role of religion and belief in contemporary Britain. At the Warwickshire 'Living with Difference' event, community representatives began a conversation

around the issues raised in the report and how they might impact our county. The event has helped to develop a set of shared values which will form the opening statement of the Joint Community Safety Agreement and Police and Crime Plan for the county and police.

Police dog Jake is awarded an 'animal OBE'

I was delighted to nominate Police Dog Jake for a PDSA Order of Merit, the animal equivalent of an OBE. Very sadly Jake passed away before being able to accept the award, so the ceremony last April at the impressive Goldsmiths Hall in London was hugely emotional for everyone involved, not least of course for Jake's handler PC Andy Crouch, who had always regarded him as part of his family as well as a partner in policing. Jake's award was presented to Andy by HRH Princess Alexandra. I was delighted to pay tribute to both Jake and Andy on stage and commend the huge contribution they have both made in keeping Warwickshire safe.

PDSA Director General Jan McLoughlin, PC Andy Crouch with an excitable Police Dog Gwen (representing Jake) and Warwickshire Police and Crime Commissioner Ron Ball in front of Tower Bridge



Community Safety Ambassadors (CSAs)

One of the initial pieces of work I undertook on commencing as Commissioner was to develop a network of 29 Community Safety Ambassadors (CSAs) who were appointed to be my eyes and ears in their communities throughout Warwickshire. I tasked the CSAs to attend their local community forum and formally report back to my office in regards to:

- policing priorities,
- community concerns,
- community tensions and
- good news stories in relation to policing and community safety issues in their localities.

In addition, the CSAs were expected to develop their Key Individual Networks (KINs) to assist in alerting me to emerging issues in their local area, which I could then address with the most appropriate partner agencies.

In September 2013, 26 independent individuals were appointed to 29 of the positions (three of the individuals held appointments for two locations each). Unfortunately in one community forum area I was unable to appoint an appropriate individual and by the end of my term, even working with partners and using local advertising, I have not been successful in filling this vacancy.



Warwickshire Police Cadets

I was pleased to be able to re-establish a cadets scheme for young people aged (16-18) in Warwickshire in September 2014. Cadets support local policing priorities through volunteering, work with partner agencies and participate positively in their communities. They also undertake self-defence training, marching exercises, team building, role playing and Outward Bound events, while working towards a Level 2 Award in Leadership & Team Skills

awarded by the Institute of Leadership & Management (ILM). I have been a regular speaker at cadet's events, to address them at their graduations and even joined them when they took the 'bleep test' as part of their fitness training!



The Commissioner joining the cadets for the 'bleep' test.

Some Personal Thank Yous

I will be always grateful that I was given the privilege of holding this role by the people of Warwickshire. I've worked with some outstanding and dedicated people and I risk offending by omission if I try to name them all. I will, however, single out a small number of people for particular praise.

Firstly my deputy, Dr Eric Wood, who is a truly remarkable man. The best single decision I have taken was to appoint him and that decision has paid dividends many times over. Equally, I am hugely proud of the team I have assembled at the OPCC and the reputation they have earned across the county and further afield with those working in the crime and disorder arena. My Chief Executive, Neil Hewison, has managed the team superbly and he too was an inspired choice.

Key partners to us over our term of office have been West Mercia's PCC, Bill Longmore and his Deputy, Barrie Sheldon. It would have been extraordinarily difficult to make the Alliance the success it is without their support and commitment. While we may not always agree on everything – and indeed one of the strengths of the Alliance is that there remains scope to do things differently where necessary – Bill and Barrie have always approached matters in a constructive and dedicated way.

Equally, praise is deserved for the chief officer teams of both forces, with whom I have enjoyed an excellent and productive working relationship. I mentioned in my foreword the strong support I have received from both Martin Jelley and Andy Parker since taking office, but the same can also be said of West Mercia's Chief Constable David Shaw, who will be retiring later this year. Having worked very closely with David for the last three-and-a-half years, I have been extremely impressed with his mastery of an extremely complex and challenging job and also the apparent ease with which he shoulders the large responsibilities the role brings. It has been a privilege to work with him and I wish him well for the future.

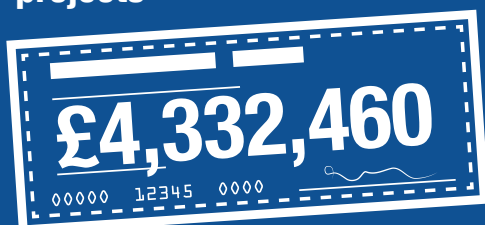
Thanks also are due to the officers and staff across the Alliance of Warwickshire Police and West Mercia Police. Throughout a period of significant change, I have been consistently impressed by their core dedication to the task of helping their communities. They are one of the major factors in making the Alliance so strong – and the people of Warwickshire should be proud to have them.



Strong relationships have characterised the Alliance with West Mercia Police. Pictured making the pledge to join the Mind Blue Light Programme on Mental Health (see page 21 for details) are, front row from left: West Mercia Chief Constable David Shaw and Police and Crime Commissioner Bill Longmore, Warwickshire Police and Crime Commissioner Ron Ball and Chief Constable Martin Jelley. Back row, from left: Unison representatives Val Mathison and Lee Bowers, Detective Superintendent Adrian McGee of the Police Superintendents Association and Inspector Steve Martin from the Police Federation.

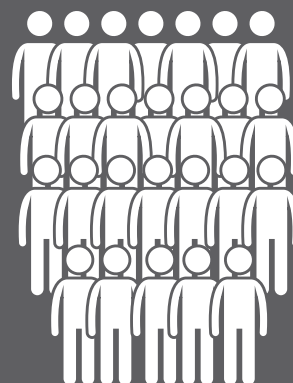
2012-2016: The Term in Numbers

Distributed £4,332,460 funds for community safety projects



Police Officer numbers increased by 8.5% equating to an additional 67 officers and the proportion of front-line officers increased by 7%

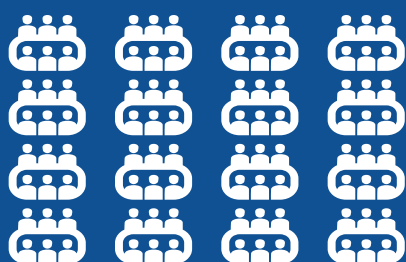
26 Community Safety Ambassadors actively engaged in their communities in Warwickshire



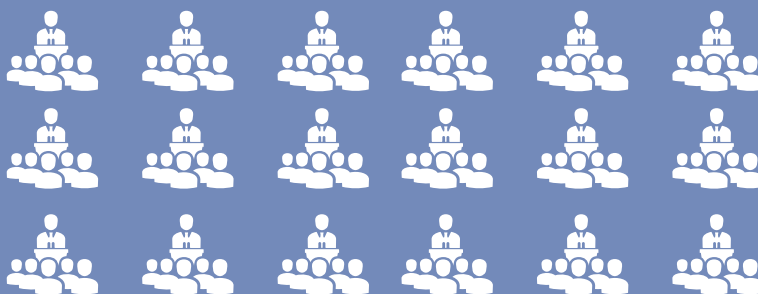
Over 200 community safety projects supported



More than 2,100 Tweets sent



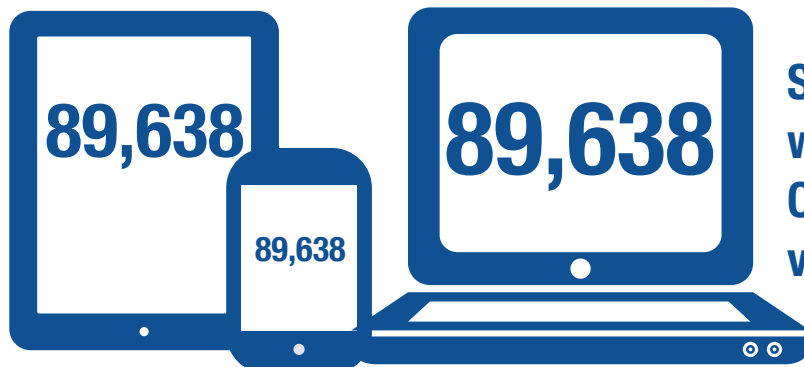
16 Police and Crime Panel meetings attended



18 Public Scrutiny Meetings held



attendees and online viewers of the Public Scrutiny Meetings



Since the new OPCC website launched in October 2014 it has been visited 89,638 times

The Police and Crime Plan

As Commissioner I identified five key objectives which formed my Police and Crime Plan:

1. **'Reduce Crime and Disorder'**
2. **'Protect from Harm'**
3. **'Deliver an Effective and Efficient Police Service'**
4. **'Empower Local Communities'**
5. **'Respond to the Strategic Policing Requirement'**

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

A thematic delivery plan has been designed to aid the delivery of the five objectives in my Police and Crime Plan.



The full version of the delivery plan can be found on the OPCC website [here](#)

1 Tackling Drug and Alcohol Misuse

"Drugs and alcohol are significant contributory factors towards crime and anti-social behaviour so it is hugely important that we can explain the dangers of misuse to young people at an early stage and also support both adults and young people who require treatment."

Ron Ball



Achievements in 2015/16:

Agreed continued funding for drug and alcohol services: Through my Commissioner's Grant Scheme I have supported Community Safety Partnerships and agencies that tackle alcohol and drug misuse. I have continued to fund a number of projects aimed at tackling substance and alcohol misuse to the total value of £308,500. The projects funded are detailed below:

Drugs and Alcohol Action Team (DAAT) Support (£63,500)

The DAAT is the support to the strategic bodies that lead the drug and alcohol agenda for Warwickshire and ensures co-ordination, integration and best value of drug and alcohol harm reduction activities in the county.

COMPASS (£33,000)

The COMPASS service provides targeted and specialist interventions for young people, aged up to 18, who are affected by their own or another's substance misuse. The project aims to prevent them from becoming offending adults.

Achievements of COMPASS 2015/16:

- 5,114 young people received advice on substance misuse (Tier 1)
- 253 young people were assessed and if appropriate referred to structured drug treatment (Tier 2)
- 171 young people received a community based drug assessment and coordinated care plan (Tier 3)
- 92% of young people left Tier 3 treatment in an agreed and planned way



Explanation of Drug and Alcohol Tier interventions:

Tier 1 = Interventions include provision of drug-related information and advice, screening and referral to specialised drug treatment.

Tier 2 = Provision of drug-related information and advice, triage assessment, referral to structured drug treatment, brief psychosocial interventions, harm reduction interventions and aftercare.

Tier 3 = Provision of community-based specialised drug assessment and co-ordinated care, planned treatment and drug specialist liaison.

Drug Intervention Programme (DIP) (£125,000)

The Drug Intervention Programme (DIP) aims to engage drug-misusing offenders involved in the criminal justice system in formal addiction treatment and other support. Due to the key nature of this work the performance of the DIP has continued to be closely monitored by my office.

Achievements: Drug Intervention Programme 2015/16:

- 358 people received face to face contact whilst in police custody
- 59 of those spoken to face to face were already engaged in treatment
- 44 people given advice and information on drugs
- 40 people given advice and information on alcohol
- 134 DIP assessments completed



Street Aware (£3,000):

I have provided £3,000 in funding to Nuneaton and Bedworth Community Safety Partnership to commission 'Street Aware'. The bespoke programme provides young people with in-depth information around the dangers of substance misuse, in particular 'legal highs', providing vital harm reduction messages which are delivered in a non-judgemental way.

Studies within Warwickshire have shown that where Streets Aware has been delivered there has been a significant decrease (70%) in individuals wishing to experiment with substances, particularly among Year 11 students. Encouragingly, 90% of all pupils are now able to identify where they can seek help following a Street Aware programme.



Street Aware Youth Ambassadors Jack and Rhys during an awareness event at Nuneaton market.

Every £1 spent on drug treatment saves £3.23 to society



Substance Misuse Reduction Warwickshire Youth Justice Service (WYJS) (£74,000)

I am funding 2 full time equivalent practitioners in the youth justice service to screen for substance misuse issues. All young people in receipt of a court outcome with an intervention or a youth conditional caution are offered further support to tackle drug or alcohol misuse.

Achievements: Substance Misuse Reduction WYJS 2015/16

As of the end of December 2015, there had been 110 court disposals, with a further 27 young people receiving a conditional caution. 28 young people were assessed for tier 2 support, with a further 8 assessed as tier 3 and referred to COMPASS, the remaining young people have undertaken stay safe work with their case manager.



LOUDMOUTH 'Alco-Facts' (£10,000):

Loudmouth in conjunction with Nuneaton and Bedworth Community Safety Partnership developed a bespoke theatre in education programme about alcohol, 'Alco-Facts' for Year 5 & 6 students, in 15 junior schools. It equips the children with accurate information in preparation for senior school, where peer pressure to experiment with alcohol will be greater. 27 sessions have been booked, 355 pupils have taken part so far with sessions booked for 550 more pupils by the end of the academic year. 100% of staff recorded that Alco-Facts

had 'greatly increased' or 'considerably increased' the children's understanding of the effects of alcohol and also the children's ability to identify a range of different strategies in dealing with peer pressure around alcohol.



2 Domestic Abuse

"It's a startling fact that emergency calls relating to domestic abuse represent around five percent of all of the calls for assistance here in Warwickshire. Nationally, two women are killed every week in England and Wales by a current or former partner, while one in four women will experience domestic abuse during their lifetime. These are sobering statistics and show the scope of the problem we must all work to solve."



Ron Ball

Achievements in 2015/16:

Allocated funding from my PCC grant scheme to tackle domestic abuse: I have provided funding for the following key projects which aim to tackle domestic abuse, work with perpetrators and support victims.

- ✓ Domestic Abuse Integrated Offender Management (IOM) Programme £35,000 - I have provided funding in order to strengthen Warwickshire's response to dealing with persistent domestic abuse offenders. The scheme is currently responsible for providing a holistic criminal justice approach to reducing their offending behaviour. The scheme is currently working with 25 people. The project has successfully managed to engage all of the people on the scheme, however ultimately those that don't comply will be subject to criminal justice interventions.
- ✓ I have maintained funding to the sum of £115,000 to retain the four additional Independent Domestic Violence Advisors (IDVAs) in Warwickshire. They provide specialist support to high risk domestic abuse victims. "The support has been a life line for me – I couldn't have done it without you" Quote from survivor of domestic abuse.
- ✓ Domestic Abuse Counselling Service (DACS) 'Removing the block to change' have worked with 76 perpetrators of domestic abuse during the year, in supporting them to change their offending behaviour. DACS have also provided counselling support to 244 victims of domestic abuse- specifically from the Nuneaton & Bedworth and Atherstone area.
- ✓ Sycamore Counselling Service 'Anger Awareness' have run 7 courses for a total of 80 perpetrators with anger management issues. Following course completion, 215 counselling sessions have been provided to perpetrators.

"The funding from the PCC has enabled us to develop our team so that we can support, reach and empower victims of domestic abuse, without which many of those would have suffered in silence. As a service we could not have achieved the positive outcomes for our victims and their families to live in safety by accessing the support they need to live free from violence and abuse. The PCC has been fundamental in keeping domestic abuse as a priority in the county".

Sarah Simpkins, Home Group Business Contracts Manager

- ✓ Warwickshire Probation Trust's 'Domestic Abuse Administrator' is a specialist post which provides information for the courts on the offender's history of domestic abuse. It ensures that accurate information on their offending history is available to the court at the point of sentencing. During the year 2295 such checks were completed.
- ✓ ROSA Support – ROSA deliver specialist psychological and practical support for young people who have experienced the trauma of rape, childhood sexual abuse or sexual violence. During the year they have directly worked with 1036 young people through counselling, workshops, support groups, art projects, personal safety initiatives, pre-trial therapy and provided support by an Independent Sexual Violence Adviser (ISVA).
- ✓ The Safeline 'Breaking the Cycle of Crime and Abuse' project engages with young people at risk or vulnerable to being a victim of abuse or perpetrator of crime at an early stage. As a consequence a total of 26 vulnerable young people have been supported and kept safe over the last year.
- ✓ I have continued to commission Victim Support to provide emotional and practical support services for victims of crime in the county. Over 12,000 victims have been offered support so far. Victims who have suffered a violent crime are the largest category to have sought help from the service. The overall aim is to enable a victim to cope and recover from the crime they have suffered. Victim Support have provided victims with personal alarms, security equipment and safety information.

Identification and Referral to Improve Safety (IRIS) –

IRIS provides training on domestic abuse for general practitioners (GPs). Using funding secured from the Ministry of Justice the initiative operates in 35 GP practices in South Warwickshire which has resulted in over 50 referrals being made for support services for victims. In the near future the training will be offered in North Warwickshire which should result in more victims being identified and supported.

Domestic Abuse Training for Magistrates

Training has been provided to magistrates in Warwickshire by the IDVAs who support domestic abuse victims in court. The training has received a positive response from both magistrates and the IDVAs:

"I believe the training to Magistrates has been essential – without which we may not have achieved a positive outcome in court. This goes to show the impact of how education and raising awareness about domestic abuse and coercive control can save lives."

IDVA

**WARWICKSHIRE AGAINST
DOMESTIC ABUSE**



Anyone worried about domestic abuse can call the Warwickshire Against Domestic Abuse Freephone helpline on 0800 408 1552 or visit www.talk2someone.org.uk.

In an emergency, call 999.

3 Protecting Vulnerable People

"Safeguarding children and adults is a priority for all agencies in Warwickshire but the issues and challenges it poses span far beyond the remit of any single organisation that is why working together is vital."



Ron Ball

Achievements in 2015/16:

Multi-Agency Safeguarding Hub (MASH)

The establishment of a MASH within Warwickshire is vital to ensuring public confidence that children at risk of child sexual exploitation are protected and that other vulnerable young people are promptly identified. This is something I have been determined to secure and I have pushed our partners hard for, so I am pleased that the MASH is due to go live on 3rd May 2016. The MASH will bring together practitioners from a range of backgrounds including Children and Adult Safeguarding Services, the police, health services and other partners involved in safeguarding, in order to respond to the challenges posed by safeguarding our most vulnerable residents.



Child Sexual Exploitation (CSE)

"We need to be in a position to look the people of Warwickshire in the eye and tell them that we are doing everything we can to protect against child sexual exploitation"

While Warwickshire is a predominantly safe county, we cannot afford to be complacent and, as experiences elsewhere around the country have highlighted, child sexual exploitation does happen in our communities and is an issue that needs to be tackled effectively. Warwickshire is in an incredibly strong position to do this. I have ensured there is strong core police funding for this area of work and in addition I have made additional funding available through Operation Devonport. The following additional resources have been allocated: one Detective Sergeant, three Detective Constables, four police staff investigators, one analyst and one CSE researcher. Furthermore, through the PCC grant scheme I have funded two Barnardo's workers who are co-located with the CSE team. They engage with victims and their families, giving them the confidence to engage and disclose to statutory agencies. I am not aware of anywhere else in the region that has implemented a similar model of co-location.

I can report that the CSE team has been working with 116 victims in 2015, an increase of 42% from 2014. Implementation of the MASH in May 2016 will further enhance referral and assessment processes and planning is being conducted to maximise effectiveness of CSE links with the MASH.

CSE awareness training

Training continues to be delivered by Barnardo's to professionals in the county to heighten awareness and understanding. Over 300 staff in organisations working with children, including my team, have now been trained in recognising the signs and effects of CSE.

Over 400 taxi drivers in Warwickshire have undertaken CSE awareness training.

Sexual Assault Referral Centre (SARC)

A SARC is an independent facility where recent victims of rape or sexual assault can receive immediate help and support, whether or not they wish to report the incident to the police. In Warwickshire this facility is called the Blue Sky Centre. It is a purpose-built location sited within

the grounds of the George Eliot Hospital in Nuneaton. The Blue Sky Centre can be contacted on

02476 865 505 or email geh-tr.theblueskycentre@nhs.net



Dementia Friends

With nearly two thirds of people with dementia experiencing loneliness and almost half reporting to have lost friends after their diagnosis I was keen to raise the awareness of my team of the issue, which resulted in the office pledging to become Dementia Friends.

For everything you need to know about dementia, including support and services in your local area, or to organise an information session in your workplace or community group, visit the Coventry and Warwickshire Dementia Portal at

www.livingwellwithdementia.org

or follow them on Twitter **@DementiaCandW**.



Dementia Friends Champion Jill Turley (front centre) with the Commissioner and staff from the Office of the Police and Crime Commissioner taking the pledge to become Dementia Friends.

Tackling Hate Crime in Warwickshire

Following the development of a countywide hate crime action plan last year, a hate crime steering group, chaired by my Deputy, Dr Eric Wood, has been established. The steering group is undertaking work to establish a north and south Hate Incident Partnership (HIP) to look at cases of hate crime in each area.

I have also provided £5166 of funding for a piece of work managed by Warwickshire County Council and undertaken by Warwickshire Race Equality Partnership (WREP). This will look at the journey of a hate crime victim from the initial report to the police to the final outcome, enabling us to identify where there are gaps in service and to improve delivery.

Rape and serious sexual offences

During the year the number of reported rapes increased by 43%. Much of this rise was as a consequence of offences committed more than 28 days prior to recording and this accounted for 60% of the rapes reported during the year. I believe this demonstrates that victims have greater confidence in reporting rape to the police and I welcome this. Every reported rape is investigated by accredited officers or staff, but each investigation is unique and has its own challenges.

The provision of the ISVA service in Warwickshire by third sector agencies means that rape victims receive independent advice and support for the duration of the police investigation and beyond. They provide a crucial service to the victim and are key enablers for the police in ensuring that the victim has the confidence and ability to support the investigation and any prosecution that may follow.

Trust, Integrity and Ethics Committee

To provide further reassurance of the police's response to reported rape, I commissioned the Independent Trust Integrity and Ethics Committee to review historic cases of rape which were classed as 'no-crimes' between October 2013 and October 2014, to ensure the victims in those cases have received the service and support they are entitled to.

35 cases were reviewed in total, of which 10 were found to have been incorrectly classified as 'no crime'. In the cases of incorrect classification the committee found no evidence of a deliberate misuse of the 'no crime' decision. There were three main legitimate reasons identified for the decision:

- the crime occurred out of the police authority area;
- the crime was linked to another, similar crime reported at the same time and therefore qualified to be 'no crimed'.
- the Additional Verifiable Information (AVI) was substantial and adequate.

Mental Health

Over the last year my office has been working closely with the Alliance looking at mental health street triage schemes with the aim to identify a suitable model for the Alliance. It was agreed that in Warwickshire we will use a control room model which now means that we have a mental health professional working alongside police staff in the control room. The practitioner within the control room is now able to access health systems and share relevant information with the officers dealing with the concerns. The scheme is still in its pilot phase and a full evaluation will take place later in the year.

4 Community Safety

"My role as Commissioner is to ensure that the police and other agencies work effectively together to keep communities safe, prevent crime and disorder and deliver meaningful programmes to support victims and rehabilitate offenders. Given shrinking budgets across many part of the public sector, Warwickshire's agencies have done a good job in recent years in reducing crime."



Ron Ball

Achievements in 2015/16:

Commissioner's Grant Scheme

I have funded 54 projects to the total sum of £1,283,000 that focus on tackling crime and disorder in Warwickshire, as part of my annual PCC grant scheme. The projects funded are all excellent examples of strong and innovative community based initiatives that help to tackle crime and disorder in Warwickshire, for the people of Warwickshire. Examples of some of the projects supported are detailed throughout this report; however for a comprehensive list please refer to the OPCC website [here](#).



Warwickshire Police and Crime Commissioner Ron Ball presents the cheque to (from left) Rugby Street Pastors Co-ordinator Pete Hickey and Street Pastors Nick Castle, Milton Williams, Bernice Withers and Aaron Lincoln.

Worked closely with a range of voluntary and third sector organisations

During 2015-16 I have awarded funding to a wide range of third sector and voluntary organisations to assist them to deliver services addressing crime and disorder. My office is monitoring them regularly and examples include:

- 'The Gangs' project in Rugby has worked with 55 young people either at the youth club or in the community. 15 were female, 19 were known young offenders, 14 were ex-gang members and 20 were not in education, training or employment.
- Since April 2015 Rugby Street pastors have had eight new recruits, who have each completed their Ascension Trust 50 hours of training.
- North Warwickshire Neighbourhood Watch has held more than 25 community events, incorporated cyber crime literature into their information packs. They have also held two events to reinvigorate watch schemes in two villages.

Looking forward, I have awarded grant funding to 22 projects being delivered by third sector and voluntary groups for 2016-17.

Community Safety Partnerships (CSPs)

As Police and Crime Commissioner I have a statutory duty to work in co-operation with the Community Safety Partnerships (CSPs) in the county and also with Warwickshire County Council. My Deputy and I have attended most of the CSP Board meetings and I am also a member of the Safer Warwickshire Partnership Board. The work undertaken by the CSPs in Warwickshire over the last 12 months cannot be underestimated, and without the excellent partnership working that takes place in Warwickshire, my job would be a lot harder.

Road Safety in Warwickshire

Although Warwickshire is geographically a small county it has some of the busiest motorways and arterial roads in the country. During 2015/16 there were 35 fatal Road Traffic Collisions (RTCs) on Warwickshire roads. This is an increase on the previous year but over the last five years there has been a downward trend.

Reducing the numbers of deaths on our roads, particularly among young people, has been a key aim of mine and I am pleased to have been able to financially support 'The Fatal Four', a highly impactful campaign jointly initiated by Warwickshire Police and Warwickshire County Council Fire and Rescue Service.

The campaign focuses on the four main causes of death and serious injury on our roads, which are: drink and drug driving; using mobile phones while at the wheel; speeding; and driving without a seatbelt.

The campaign features a hard-hitting film which brings home the reality and consequences of each offence. Importantly, the film is being shown at schools and colleges across the county, as statistics show that those aged 17 to 24 are more likely to be involved in fatal or serious injury collisions. The feedback from these events has been very positive and I am keen that all schools should organise screenings.



Warwickshire Police and Crime Commissioner Ron Ball discusses the work of Coventry and Warwick Advanced Motorcyclists (CWAM) at a Bike Skills event. From left are: Roger Barratt (Chair of CWAM), Ron Ball, Alan Brickwood (member of CWAM) and Ian Collard (CWAM Training Officer).

Community Safety Ambassadors (CSAs) - 'My eyes and ears in the community'

In 2015/16 I have had 26 actively engaged Community Safety Ambassadors (CSAs) around the county with their local communities. All my CSAs have regularly been reporting issues, concerns and best practice to me via my office, which I have reviewed and actioned. Examples of the issues and concerns highlighted over the last year are:

- Illegal gypsy and traveller encampments in both Nuneaton and Rugby: Two CSAs flagged the issues to the office and my staff were able to confirm that the appropriate agencies were aware and were taking legal action to resolve the incident in a timely manner. I personally visited the aftermath left by a group of travellers who had set up camp illegally on the pavement opposite Rugby Free School and

raised the matter at Government level by writing to the Justice Secretary. Through the crime reduction funding I have allocated to the North Local Policing Area (LPA), work has been carried out on the roadside to add bollards which make it much harder for a future encampment to be set up outside the school.

- Community tension: A CSA was able to provide timely intelligence around increasing community tensions following incidents of anti-social behaviour near to a place of worship. My office worked with the police to identify further the local tensions and find solutions. In addition the CSA was able to provide my office and the police community intelligence surrounding planned events/marches and festivals which had the potential to cause spontaneous incidents of disorder in the community. This intelligence enabled appropriate action to take place to reduce the risk of incidents occurring.



Ron Ball and PC Stuart Baker highlight the mess left behind by the travellers in Rugby.

5 Criminal Justice

“A very significant proportion of crime in Warwickshire is committed by a relatively small number of people. Reduction in crime however can only be achieved by the police working with other voluntary and statutory agencies on early intervention and preventing re-offending.”

Ron Ball



Achievements in 2015/16:

Independent Custody Visitor (ICV) Scheme

The Office of the Police and Crime Commissioner oversees a scheme of 21 independent volunteers, who visit police cells to check on the welfare of people held in custody. We have a well-established, experienced body of volunteers. Over the last 12 months my office has developed a new electronic recording system for custody visitors to use which should make the scheme more efficient. Jointly with West Mercia OPCC we have also revised the ICV handbook and developed a 12 month rolling training programme for the volunteers. I can report that during the year ICVs made 81 visits to the two Warwickshire custody suites. I am pleased to say no major issues in the police treatment of detainees were identified.



The Commissioner presents retiring Custody Visitor Gill Ganner (centre) with an award for her more than 30 years of long service, watched by other volunteers from the scheme.

A more joined up Criminal Justice System

In the last year we have started to make real progress with putting the victim at the heart of the criminal justice system. My office has good working relationships with all the agencies involved in this area of business and are in the fortunate position of having the wider view of the criminal justice landscape. We have successfully secured funding from the Ministry of Defence which now means Warwickshire armed services veterans who find themselves in the criminal justice system will be able to access specialist support.

Warwickshire Justice Strategic Board

As PCC I have responsibility to coordinate and ensure the effective and efficient delivery of the Justice Services in Warwickshire. The priorities of the Board are as follows:

- Crime and disorder
- Preventing and reducing reoffending
- Victim and witness care services
- Increased use of Community Remedies and Restorative Justice
- Continuous improvement
- Staff engagement
- Management of the Justice Centres.

The Board monitors and evaluates the performance in achieving these priorities to protect communities from the impact of crime. Work is being undertaken by all the agencies on the Board via a delivery plan which is currently being refreshed.

Legally Qualified Chairs

To increase confidence in the police when officers face serious misconduct proceedings, the Government has mandated that disciplinary hearings will be held in public unless there are good reasons not to do so. There will also be a change in the way the meetings are conducted. In future, they will be chaired by a legally-qualified person, rather than a senior police officer.

To put this into practice on a force-by-force basis would have been very inefficient, as each force would have needed to interview and select its own 'pool' of potential legally qualified chairs. To counter this, the four Police and Crime Commissioner Offices across the West Midlands (ourselves, West Mercia, West Midlands and Staffordshire) decided to share a single pool.

A staggering number of people applied for the roles (well over a hundred) which resulted in my colleagues and I interviewing 20 very strong candidates and offering the post to 12 who will go on to chair an average of around 35 misconduct hearings each year across the region. I hope the new style of misconduct hearings will be well-received by the public and provide reassurance of the seriousness with which police misconduct is regarded, investigated and dealt with.



Criminal Justice Groups

As Commissioner I have responsibility to ensure an efficient and effective criminal justice system in Warwickshire. Members of my office are active participants of the following criminal justice groups:

- Warwickshire Strategic Justice Board (Deputy Chair)
- Chair of the Victim and Witness forum
- Member of the Restorative Justice group
- Member of the Integrated Offender Management Steering group.
- Chair the Warwickshire Youth Justice Service Chief Officer's Board
- Continuous Improvement Group
- Out of Court Scrutiny Panel. The Panel have been able to identify where national policy is out of sync with local policy.
- Actively supporting the Local Criminal Justice Board's consultation on priorities by promoting the consultation on my website.

The Victim and Witness forum is led by my office. This is a multi-agency group which focuses on services provided to victims. During the year the OPCC has reviewed the services provided to victims and witnesses in Warwickshire and established that at this time agencies are 65% compliant with the Victims Code of Practice. Work is now ongoing to address the gaps in provision.

Serious and Organised Crime

My office has led the formation of a partnership group to tackle Serious and Organised Crime Groups (SOCGs) in the North Warwickshire Local Policing Area (LPA). The police have mapped a small number of SOCGs in the area and to respond to these a partnership action group has been set up to develop profiles for each and create partnership action plans to disrupt and deter the criminal activity.



Warwickshire Police and Crime Commissioner Ron Ball is pictured (centre) with representatives from partner organisations at the first meeting of the North Warwickshire Serious and Organised Crime Joint Action Group in Wolston.

6 Deliver an Effective and Efficient Police Service

“Protecting frontline policing has been a key priority for me and I have said from day one of taking office that I would not consider any further reductions in police officer numbers.”

Ron Ball



Achievements in 2015/16:

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

The Strategic Policing Requirement (SPR) was published during 2012 by the Home Secretary and can be found **here**:

It sets out the national threats that the police must address and the capability that police forces across the country must maintain to allow them to do so. In discharging the responsibilities against the SPR, it is the duty of the Chief Constable, to ensure that the force has the necessary capacity and capability to respond to these threats at a local level and to support the national requirement. The force also has to ensure that officers and staff are trained and equipped so that they are able to work seamlessly with officers and staff from other forces.

I hold the Chief Constable to account in three ways: firstly, the SPR is an agenda item for the weekly meeting I hold with him and, secondly, I hold scrutiny meetings every second month where I hold the Chief Constable to account in public. At the

public scrutiny meeting in September 2015 I was reassured by the Chief Constable that Warwickshire Police is meeting all of the SPR requirements. This was further reinforced by the recent Her Majesty's Inspectorate of Constabulary PEEL Effectiveness report which stated: “The force has arrangements in place to fulfil its responsibilities under the strategic policing requirement. The response to some aspects, such as counter-terrorism is well established, while progress in others is more recent, such as the dedicated child sexual exploitation team funded by the police and crime commissioner.”

In addition to the above, on a quarterly basis I meet with the three other regional PCCs, Chief Constables and Deputy Chief Constables, to discuss, monitor and oversee the regional collaboration programme which covers the Regional Organised Crime Unit (ROCU), the Midlands Counter Terrorism Unit and the National Police Air Service (NPAS).

Increase the size of the Special Constabulary

In my Police and Crime Plan I gave a commitment to increase the number of Special Constables to over 400 by 2017. Over the last year my office has worked jointly with the force to take a fresh look at the effectiveness of the Special Constabulary which resulted in its reorganisation. A refreshed training programme now ensures appropriate up-to-date and ongoing training and mentoring is available, which in turn enables each volunteer to be appropriately supported in their role. My office has also led on a piece of work aiming to improve the integration of the Special Constabulary into the force. Furthermore, following the additional funding I allocated last year to develop a new recruitment campaign, I am pleased to report that Warwickshire Police now have 196 active Special Constables, 10 in training and 263 in the recruitment process.

Warwickshire Police have been keen to broaden and expand the types of roles Specials can perform in the force, an example being:

I provided funding for the new off-road bikes last year and it is really great to see them having a positive impact in Nuneaton and Bedworth by being used by Special Constables. Feedback from the officers themselves has been excellent and the results they have helped bring speak for themselves:

- Bikes deployed 47 times since August 2015
- In excess of 30 section 59 warnings were issued, warning riders that if they are seen riding again in an anti-social manner that their bikes will be seized and possibly crushed.
- 11 vehicles seized
- 4 stolen vehicles found
- 5 high risk missing person searches conducted.

The local inspector is keen to expand the operation in future and targeting anti-social behaviour remains an issue that the force takes seriously.

Staff Health and Wellbeing

Through scrutiny of force performance figures I became aware that there were high recorded levels of sickness in the force and across the Alliance as a whole. While attendance, learning and development, fitness and other aspects of wellbeing were dealt with through a range of disparate groups and forums, the Alliance had never previously looked at the cumulative, beneficial impact of considering these things together. The attendance figures were a timely and quite stark reminder of why this was so important.

I formally raised my concerns with the Chief Constable and sought details of what the forces proposed to put in place to address them. In response to this and other related staffing issues, the two Chief Constables for the Alliance took the decision to establish a Health & Wellbeing Board to have a specific, Chief Constable-led focus on how the forces look after their workforce, and to provide a very tangible expression of their intent and commitment to look after colleagues better. I am pleased to note that the figures are already improving.

In July 2015 the Alliance also undertook a comprehensive staff survey which received over 3500 responses. I was pleased to note from the outcome report that staff / officers were positive about the quality of their supervision, the support they receive at work and that they liked working for the alliance and felt empowered to make decisions. However, it has been noted that people disagreed that the Professional Development Review is effective and thought that areas where the force don't currently do well are: communication of change and organisational bureaucracy.

Raised awareness of mental health within the workforce

With 1 in 4 people across the UK known to experience a mental health problem in any given year and research showing that those in the emergency services are even more at risk because of the sometimes stressful and challenging nature of their work, this is an issue that deserves greater attention.

In December 2015 West Mercia PCC Bill Longmore and I were joined by the two Chief Constables and representatives of officer and staff organisations from both forces to make a new pledge to take action on mental health discrimination and sign up to a new programme of activity.

Organised by the charity Mind, the 'Blue Light Time To Change' programme aims to provide support for staff and volunteers from police, fire, ambulance and search and rescue organisations across England. By giving the pledge, both forces are showing their commitment to challenging mental health stigma, helping officers, staff and volunteers to feel more able to speak openly about mental health and seek help when they need it, as well as being more knowledgeable and better placed to help the public.

Warwickshire Police and West Mercia Police are among the first 12 police forces across the country to make the pledge and an action plan is now being drawn up to embed the commitment as a firm part of business across the two forces.

Undertaken police engagement days

Over the last twelve months I have arranged and undertaken police engagement days at each of the main Police bases in Warwickshire. I met with nearly 300 officers, staff and partners and a wide range of issues and concerns were raised. Each issue was actioned appropriately.

Celebrated officers, staff and volunteers' commitment and dedication

I have also attended and addressed attestation ceremonies for Special Constables and Police Officers and, in partnership with the Chief Constable, I have addressed commendation and award ceremonies on several occasions to thank officers and staff in person for their dedication and bravery in the line of duty.



7 Rural Crime

"The impact of rural crime on local communities is a serious issue across the UK and a recent rural crime survey estimated the value to be in excess of £800m. Warwickshire Police are working hard in partnership with Warwickshire Rural Watch and the OPCC to combat rural crime and have launched the campaign 'Rural Matters' to reinforce the police's commitment to the rural community."



Ron Ball

Achievements in 2015/16:

From my earliest days in office the public have made it abundantly clear that rural crime needs to be made a priority in Warwickshire. Similar concerns were expressed to my counterpart at West Mercia, Bill Longmore, which led to the creation of a joint rural crime strategy.

Over the last twelve months I have continued to fund some excellent rural crime prevention projects to the total sum of £300,000, with 24 schemes receiving funding up to 2016.

Fuel oil theft

The theft of fuel oil has been an issue of concern to rural communities for a long time and, while police have had some successes in catching those responsible, it remains a problem both here in Warwickshire and across the country.

Oxhill has become the first 'fuel protected' community in Warwickshire, thanks to the initiative between Stratford District Council's Rural Crime Co-ordinators (who I fund), in partnership with Warwickshire Police and Red Horse Vale Fuels, who have been delivering crime prevention packs to all of their customers in the area. I was delighted to present the village with gate signs which will be displayed on all roads in and out. The signs will provide a very visible reminder to would-be thieves that residents and the authorities are taking fuel theft seriously and that the village is not a 'soft touch' for crime. This is the first in what hopefully will be a whole network of similarly protected rural communities across the county so criminals should take note and give Warwickshire a wide berth.



From left to right: Community Safety Ambassador Mick Shepard, Rural Crime Co-ordinator Bob Church, Inspector Julia Brealey from Warwickshire Police, Greenville Moore (chair of Oxhill Parish Council), Warwickshire Police and Crime Commissioner Ron Ball, PCSOs Hayley Ditchburn and Andy Steventon from the Shipston Safer Neighbourhood Team and Community Safety Ambassador Barbara Shepard.



Barn Events

A series of 'barn events' have been held across the county, bringing together the farming community with Safer Neighbourhood Teams, senior police officers, council officers and rural crime co-ordinators to discuss the issues faced in rural areas.

Each event was extremely well-attended and saw discussion on a range of different topics and has helped foster better understanding between all parties, as well sharing practical ideas on how rural crime can be tackled.

Displays of equipment designed to target rural crime were also laid on, while there were also question and answer sessions with the policing area commanders and the Commissioner.



Mounted Police Support Volunteer Scheme

This year I was pleased to fund and launch the Mounted Police Support Volunteer Scheme. The scheme is a partnership between Warwickshire Police, Moreton Morrell College (part of the Warwickshire College Group), The British Horse Society (BHS) and Horse Watch.

The idea is that the mounted volunteers will engage with their local rural communities while out on their regular hacks along bridleways, lanes and country roads, looking out for anything suspicious or requiring police action. With their elevated

positions on horseback, the Mounted Police Support Volunteers have a unique vantage point and can spot many things that someone on foot or in a vehicle might not otherwise be able to see or even be able to get near to. This is all valuable information which might not otherwise come to police attention.

By acting as the eyes and ears of the police, they can make a real difference in driving out crime from our rural areas. They will also provide a visual deterrent to crime – criminals tend to avoid communities where they know people are looking out for each other – and help provide a positive link between the police and rural communities, particularly in the more isolated areas.

New all-terrain rural vehicle

Ensuring that people in all areas can have access to policing is also a key part of my Police and Crime Plan. I have funded a new 4 x 4 vehicle which will be used by officers to tackle rural crime and to take part in local initiatives across South Warwickshire. I'm sure the new vehicle will be a great assistance for Safer Neighbourhood Teams across the area as they engage with rural communities. The high performance, all-terrain Mitsubishi L200 model has the capability to access remote and challenging areas that may have previously been more difficult to access.



Warwickshire Rural Watch website has received over 24,000 visits half of which are repeat visits. The website can be viewed [here](#).

Rural Watch also has more than 1000 Facebook followers and has produced 43 factsheets on a wide range of rural issues including crime prevention, securing property, fuel theft and electric fence advice.

Over 120 police staff have received training in rural crime prevention.



7 Cyber Crime

"The threat from cyber crime is clear and is gaining clarity by the day; it is self-evident that a response to cyber-dependent/enabled crime is required at national, regional and local levels. While cyber crime is a major focus on a national scale, it is acknowledged that there has been, up till now, a fundamental lack of information about cyber crime on a local level."



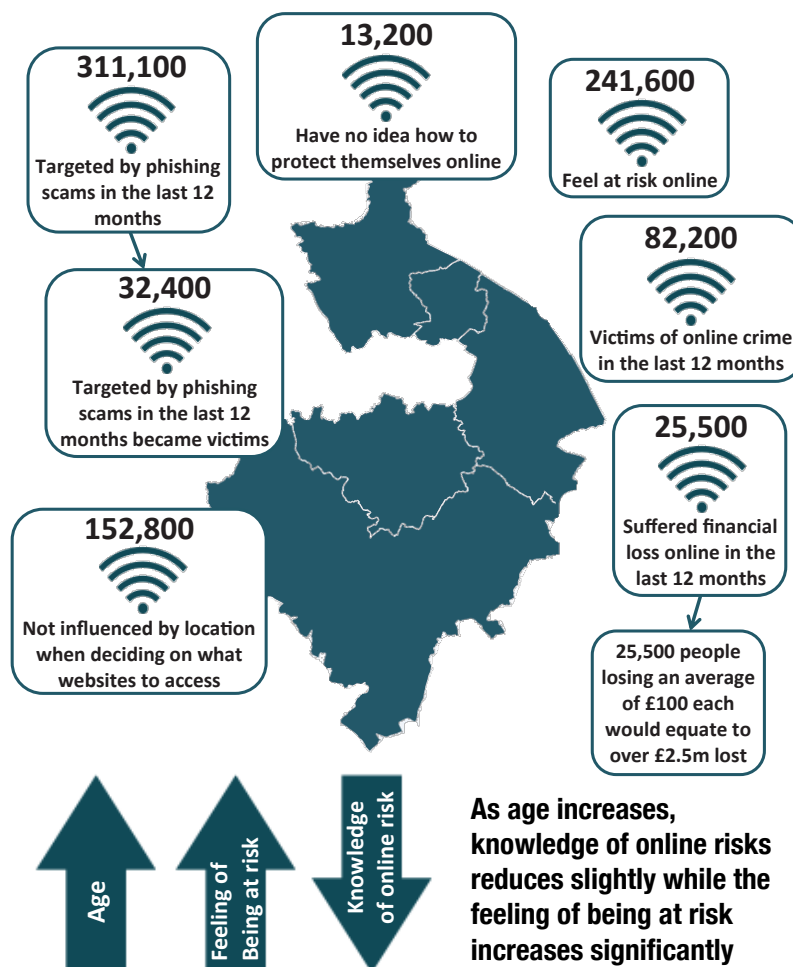
Ron Ball

Understanding cyber crime in Warwickshire

I commissioned jointly with Warwickshire County Council and with support from Warwickshire Observatory a countywide internet safety survey. This asked people to share their experiences of online crime through a series of 36 questions. It was the first time a survey of this nature had been undertaken in the country and has since been replicated in other areas, where our own findings have been replicated. The responses to the survey were analysed by Warwickshire Observatory and resulted in the 'Cybercrime - The Real Story' report, which can be found [here](#)

Details of the findings were shared with practitioners from across policing and local government at a special conference, hosted jointly with Warwickshire County Council at IBM's UK headquarters in Warwick. The audience was given an overview of the work being carried out across the county to tackle cybercrime by police and local government, while practitioners were also given training on how to spot cybercrime and the key steps to prevent it by Robert Hadfield, Head of Content for Get Safe Online.

Potential Warwickshire Implications



Key findings of 'Cyber Crime - The Real Story':

- Over half of respondents were targeted by phishing scams, with 1 in 10 going on to become victims.
- One in five that spend over seven hours a day online will become a victim of cybercrime.
- As age increases, knowledge of online crime risks reduces slightly, while the feeling of being at risk increases significantly.
- Under-18s are the age group most targeted for online harassment or bullying, with female respondents targeted twice as much as males.
- Nearly one third of parents have neither applied online restrictions nor spoken to their children about internet safety.
- 2.4% of respondents have no idea how to protect themselves online.
- "I did not think anyone could help" was the number one reason for not reporting cybercrime, followed by "I did not know who to report it to".

Cyber Crime & Small & Medium Enterprises (SMEs)

In February, the regional Cyber Crime Information Sharing Partnership (CiSP) was launched in Birmingham. The centre piece of the event was the screening of a cyber crime awareness film for SMEs. Produced in conjunction with the West Midlands Regional Organised Crime Unit thanks to funding from the Warwickshire and West Mercia PCCs, the video explains in depth the threats businesses face from cyber criminals, what to do if they suffer an attack and top tips to avoid becoming a victim.

The aim of the film is to encourage all SMEs to take the threat of cyber crime seriously and to take action to protect themselves. It features numerous expert advisors from the police, cyber security companies, academics and insurance specialists, as well as testimony from small business owners who have suffered cyber-attacks.

Over 100 Representatives of the SMEs were given copies of the video, which is also available on YouTube and can also be embedded into websites and intranets. For more information, click [here](#)



Cyberbullying (£3,000):

To understand the level of cyberbullying taking place in the county I made funding available for Crimestoppers to start exploring this difficult area of work. Crimestoppers used Facebook advertising to reach young people across the county, with the adverts signposting to the Fearless.org [website](#).

Warwickshire Facebook users interacted with the advert on more than 4000 occasions and the advert was seen in total by 200,000 Warwickshire young people.



Cyber crime advisers

Following the success of the business crime adviser role, I have recently agreed to fund two cyber crime advisers. They will also be managed by Warwickshire County Council's Community Safety Team to work on behalf of partners to deliver the Warwickshire Cyber Crime Action Plan, which sits under the Alliance cyber strategy. The advisors will work countywide delivering initiatives to prevent and reduce risk of harm from cyber crime primarily to groups and individuals.

Warwickshire Trading Standards 'Tackling Cyber Crime' (£52,668):

Trading Standards have been working with the OPCC, members of Cybercrime Task and Finish Group and the National Trading Standards E-Crime Centre to improve the Intelligence picture for cyber crime and identify solutions by:

- training trading standards officers and partners in cybercrime
- providing an Intelligence picture to enable us to develop solutions with partners and enabling Trading Standards to identify current and potential scams and their origins
- targeting their awareness raising where there is the most need and where it will have the greatest impact
- targeting their enforcement/compliance activity effectively.

7 Business Crime

"During my term in office I have spoken to businessmen and women who have told me that they felt their crime perhaps wasn't correctly recorded and wasn't taken as seriously as it should be. It is something we need to tackle together with police to support businesses to do their bit."

Ron Ball



Achievements in 2015/16:

As business is recognised as one of my priorities, I have provided funding to a number of initiatives to address business crime in the county:

Warwickshire Business Crime Advisor

The role of Business Crime Advisor is to be the single point of contact for businesses and partner agencies, with up-to-date information on current crime trends and cyber threats. Alex Williams has been employed as a Business Crime Advisor for the county's business community since September 2015, with funding in place for the post until March 2017.

Since being appointed, Alex has been interacting extensively with the business community to establish their needs and vulnerabilities. Having gained an insight into where businesses are at with regard to knowledge of business and cyber crime, Alex is now beginning to put together training packages and resources to empower businesses to take control of their security both physically and online.

In a recent visit to Rugby to talk to businesses in the Chamber of Commerce, Branch Chairman Glenn Bourne said:

"Cyber threats present a massive danger to any business, and can bring a company to its knees if adequate safety steps are not in place. Hundreds of new threats are being created by cyber criminals on a daily basis, so it was extremely useful to hear from Alex on what we can do to prevent attacks".



Adrian Young from the Federation of Small Businesses; Mark Ryder from Warwickshire County Council; new Business Crime Advisor Alex Williams and Sean Farnell from the Local Enterprise Partnership during their meeting in Nuneaton and Bedworth.

Warwickshire Business Watch

Warwickshire Business Watch is a multi-functional platform with the aim of providing reassurance to businesses in relation to Business and Cyber Crime. The scheme has been created in partnership between the Warwickshire County Council Community Safety and Substance Misuse Team, Warwickshire Police and the PCC.



The website is managed by the Business Crime Advisor, a police Crime Prevention Design Advisor and two Police Support Volunteers. Via the website, companies can access crime prevention and cyber advice, links to other groups who provide support including Trading Standards, Safe in Warwickshire and Action Fraud, and also the details of the team behind Business Watch and their contact details.

As well as holding free and impartial advice for businesses, the website offers the option to sign up to the free Warwickshire Business Watch alert scheme, similar to that of Warwickshire Rural Watch, to receive alerts on all information of relevance on the topics of Business and Cyber crime. The alerts will be used to notify businesses of crimes that could potentially affect them in their area, information on cyber threats but also general advice on staying safe online.

Find the **Warwickshire Business Watch** website or follow @WarksBusiness on Twitter.

Increase in Shoplifting

In the last 12 months I have become aware of an increase in shoplifting offences in North Warwickshire Local Policing Area. To tackle the increase I have funded a shoplifting prevention initiative to the sum £8,218. The work involves raising awareness of the Warwickshire Retail Crime Initiative to encourage membership and visits to the top 10 affected stores to offer crime prevention advice. The scheme also looks at how the stolen items are disposed of and works with the Integrated Offender Management programme.

8 Empower and Engage Communities

"Since being elected, I have always strived to be open and transparent in everything that I and my office do on the public's behalf. This includes making as much information available as possible so that people can hold me to account and also be fully involved in my work."



Ron Ball

Achievements in 2015/16:

I am committed to proactively engaging with residents, partner agencies and staff and officers within Warwickshire Police to ensure the services and activities that are developed and delivered across the county have a positive impact on crime and disorder.

I make use of a wide range of engagement methods to do this, including being accessible to the media, issuing press releases and maintaining a presence on social media. Other ways in which I empower and engage include:

Holding Public Scrutiny Meetings

I held four Public Scrutiny meetings during 2015/16, which provide attendees and online viewers the opportunity to challenge both myself and the Chief Constable on police and crime matters that concern them. They also give the public opportunity to observe me holding the Chief Constable to account. This includes scrutinising force performance, receiving an update on the Strategic Alliance, reviewing the force financial accounts and commissioning specific reports to be presented. Wider audiences were also sought through online webcasting of the meetings, although difficulties in securing a suitable internet connection at all venues meant that we were sometimes frustrated in being able to provide full coverage of events.



Public Scrutiny Meetings:

4 meetings held in 2015/16

269 attendees and online viewers

Reports I have requested from the Chief Constable:

- Special Constabulary and Volunteering in Warwickshire
- Cyber Crime, Fraud and Scams
- Strategic Policing Requirement
- Road Safety and the A46

Responded directly to complaints and concerns raised by the public

Over the last 12 months I have received 887 contacts to my office, including 44 Freedom of Information requests. These have included direct letters from members of the public, correspondence from local MPs on behalf of their constituents, and invites from organisations to attend their events to name a few.

My office aims to acknowledge all contacts within 3 working days, and to respond fully to all complaints within 20 working days. On some occasions, due to the complex nature of the correspondence, it is not always possible to respond within the 20 working day period.

Attended public meetings and events

Meeting the public provides me with a valuable opportunity to give updates on my work and, more importantly, to understand the issues and concerns that matter to people. I have attended over 80 community meetings and events in the past 12 months covering a variety of groups and interests. The Children in Care Council, for example, highlighted their concerns around cyber bullying, which resulted in my agreeing to fund Crimestoppers to undertake a campaign to tackle the issue as discussed on page 25. I was also invited to attend Rugby Older Peoples forum, while my Deputy and Youth Engagement Lead also visited Warwickshire Youth Parliament where they discussed human rights, confidence in policing and a host of other issues. Elsewhere I have also delivered keynote speeches at local, regional and national events.

8 Empower and Engage Communities cont.



OPCC website and National award for transparency

The OPCC website is a comprehensive one-stop-guide to all of the work my office undertakes and enables members of the public to subscribe to community alerts, submit complaints, submit Freedom of Information requests and provide the office with general feedback. Since its re-launch in 2014, the site has been really positively received, with people telling us it is really simple to find detailed information on our projects and funding commitments, as well as the latest information on my activities.

In December, I was delighted to accept on behalf of the office a prestigious national award for openness and transparency from CoPaCC, an independent national body which monitors police governance by comparing Police and Crime Commissioners. The award recognises the efforts made by the office to provide the public with key information in an accessible format on the website, including information about projects and activities, how finances are managed, what my key priorities are for Warwickshire and the progress made against them, as well as information around complaints, policies and procedures. To date, the Transparency Quality Mark has been awarded to only 23 of the 41 PCC's offices across the country.

The OPCC website can be found [here](#)



CoPaCC chief executive Bernard Rix presenting the Transparency Quality Mark certificate to Warwickshire Police and Crime Commissioner Ron Ball.

Consulted on the police precept:

The Police Precept consultation was run from December 2015 - January 2016. A total of 1,026 responses were received (a record response), of which 1,013 stated they were residents of Warwickshire. The feedback was used to support my proposal to raise the precept by 1.99% (a total of 839 respondents or 82.82% indicated they were in favour of the rise).

Citizens' Academies

I have been pleased to support the establishment of Citizens' Academies across Warwickshire. These provide individuals with access to information about policing services through a ten-week taught course, delivered to groups of students aged 18 or over. The course helps the students develop a knowledge of policing, enabling them to be more engaged with the police and other agencies. Many have gone on to become more involved in the wider policing family through Neighbourhood Watch, or the Independent Advisory Groups.

Continued to publish a weekly newsletter

I have continued to issue a weekly email newsletter each Friday. This gives details of what I've been doing during the week, my thoughts on national events which have implications for policing locally and how I am working to keep Warwickshire residents safe, with updates on projects and initiatives to tackle crime in the area. The newsletter is received by more than 450 regular subscribers and is also promoted via social media, the OPCC website and internally to Warwickshire Police staff and officers. The open rate for each newsletter is consistently higher than industry averages.



A Citizens' Academy session taking place at the Warwickshire Justice Centre.

How is Warwickshire Police Performing?

During 2015/6:

Performance highlights:

- ↓ Burglary of any building other than someone's home down by 13.7% equating to 305 fewer offences
- ↓ Vehicle offences fell by 17.6% equating to 667 fewer offences
- ↓ Personal robbery fell by 3.2% equating to 6 fewer offences
- ↓ User satisfaction was at 84.7%
- ↓ Anti-Social Behaviour reduced by 6%
- ↓ The force attended 88% of all emergency incidents within 20 minutes during the year.

Performance challenges:

- ↑ 334 rape offences recorded. 197 of the recorded rapes had been committed more than 28 days prior to recording
- ↑ 641 other sexual offences. 294 of the other sexual offences had been committed more than 28 days prior to recording
- ↑ 3753 Violence with Injury offences recorded
- ↑ 4625 Violence without Injury offences recorded
- ↑ 35 fatal Road Traffic Collisions (RTCs) during 2015-16.

At its most basic level, the only true performance measure for any police force is whether it is reducing crime and anti-social behaviour and protecting people from harm. The days of setting arbitrary performance targets are now long gone – and rightly so. This does not however mean that analysis of crime data does not still play an important part in managing the overall performance of the force. Chief Constables use such data to understand and manage the operational challenge of policing, while PCCs use this information to set the strategic direction and assess how the force is delivering against the Police and Crime Plan.

After many years of declining crime figures, 2015/16 saw an increase in the overall volume of recorded crime in Warwickshire of 16 %. This is consistent with the picture across the rest of the country. The nature of crime is changing and, while traditional acquisitive crimes have continued to decline, other forms of criminal behaviour – such as cybercrime, sexual offences and violent crime – have increased, sometimes significantly.

Over the past 12 months I have tasked the Chief Constable to examine these trends and provide an analysis of what the underlying causes are. I am pleased to say that he reports that the rise in recorded crime does not represent a deteriorating picture in our communities and that Warwickshire does in fact remain a safe place to live, work and visit. A number of factors have been responsible for these rises.

Crime recording improvements

Since 2014, the landscape has changed significantly with regard to crime recording practices. A national review of data quality by Her Majesty's Inspectorate of Constabulary found inaccuracies and inconsistencies in the way in which forces were recording offences, which it estimated was resulting in an overall under-recording of crime overall by 19% and of 33% for violent crime and 26% for sexual offences.

To combat this, new, more rigorous practices were introduced across the country, raising the bar considerably and placing a victim-focused approach at the heart of recording crime. Where the information obtained at the first point of contact with a victim satisfies the requirement to be recorded as a crime it now is, without delay and within the officer's tour of duty. Greater scrutiny is also now made of risk assessments of domestic abuse cases to identify previously unreported crimes.

One of the first tasks I gave Chief Constable Jelley on his appointment in April 2015 was to review the previous year's crime figures to ensure they were recorded correctly against the new standards. This resulted in a further 268 incidents being recorded as crimes. While these offences occurred in 2014/15, due to the nature of the crime recording systems these have been included within the 2015/16 performance data. The majority are offences of violence with injury and

violence without injury. A new offence of 'malicious communication' was also introduced in April 2015, which further contributed to the rise in violence without injury offences.

Rape and serious sexual offences

The numbers of rapes and serious sexual offences reported in Warwickshire have increased significantly in recent years, as has been the case nationally. As well as the tighter crime recording rules, factors believed to be responsible for this increase are:

- High profile investigations and prosecutions encouraging greater victim confidence in the police
- Increased availability of support services (as discussed on page 15)
- Increased reporting of historic abuse
- Increased focus upon and support for victims of domestic abuse

The effect of these various factors has been to significantly distort the recorded crime figures for 2015/16, but we will from this point forwards enjoy a stable baseline on which to judge future force performance.

Other performance indicators

Of course, crime figures are not the only yardstick of how the force is performing. Anti-social behaviour is down by 6% and this is not an area that has been affected by changes in crime recording standards. Equally, the Crime Survey for England & Wales provides an independent view of the public's true experience of crime, regardless of whether it is reported to the police. This continues to show a reduction in the level of crime while the number of calls received by the force remains stable – albeit with a higher proportion now being converted into recorded crime incidents.

Overall, I remain satisfied that Warwickshire is a very safe county and we are not seeing an unprecedented rise in crime, despite the headline figures.

Investigating reported crimes is only one part of police activity. In fact 75% of police time is actually devoted to protecting people from harm – for example dealing with individuals suffering from a mental health crisis or missing persons reports – and tackling anti-social behaviour.

Her Majesty's Inspectorate of Constabulary (HMIC)



During 2015/16 HMIC carried out a number of joint, national and force inspections, a number of which had Warwickshire or Alliance-specific recommendations. For each of these inspections the force has developed action plans to implement the recommendations. On behalf of the public, as PCC, I hold the Chief Constable to account for delivering these action plans and ensuring improvements are made.

All Warwickshire and Alliance specific HMIC reports are published on my website and can be found here including [my personal response](#) to the report which I send to the Home Secretary

PEEL Inspection

PEEL stands for police effectiveness, efficiency and legitimacy and is the programme by which HMIC draws together evidence from its annual all-force inspections. The effectiveness of a force is assessed in relation to how it carries out its responsibilities including cutting crime, protecting the vulnerable, tackling anti-social behaviour, and dealing with emergencies and other calls for service. Its efficiency is assessed in relation to how it provides value for money and its legitimacy is assessed in relation to whether the force operates fairly, ethically and within the law. A review of Leadership is also undertaken, although is not given a grading.

Below is an overview of each of the elements of PEEL for Warwickshire Police.

Leadership

In its assessment of Leadership, the Inspectors did not actually make any form of grading. Instead, they found widespread understanding of the force's expectations and future plans and priorities among the workforce and said that Warwickshire Police had clearly communicated its expectations of leaders. There was also strong praise for the Alliance with West Mercia Police.

The inspectors did report, however, that the force could do more to address staff and officers' concerns about job security. The force could also do more to ensure that it is identifying and developing talent, and should implement a more structured leadership programme to provide better training and development. The force is now looking at ways to improve these areas.



Effectiveness

HMIC gave Warwickshire Police a grade of “requires improvement” which I think is a fair assessment of the force’s present performance in this key area. It acknowledged that the force generally provides a good service in identifying vulnerable victims, responds appropriately with its partners, and the public can be confident that many victims are well supported. However, in some areas, improvement is needed to ensure that the force provides a consistent service to victims and gives vulnerable people (particularly missing children) the response they need and keeps them safe.



Requires improvement

HMIC also found that the force’s approach to responding to vulnerable missing children and assessing the risks to domestic abuse victims was not consistently good enough. The weaknesses identified in the report in my view require immediate action. A nine point action plan has been drafted by the force to address each weakness identified in the report, and I will ensure that I hold the Chief Constable to account for delivery against each of the actions listed in the plan. To that end, a member of my staff will keep progress against the plan under review.



Efficiency

The inspection asked the following three questions and graded the force accordingly:

- How well does the force use resources to meet demand?
Grade: Good
- How sustainable and affordable is the workforce model?
Grade: Good



Good

- How sustainable is the force’s financial position for the short and long term?
Grade: Good

It was pleasing to see that the overall grading for the force in this area was ‘Good’.



Legitimacy

This report graded the force as “requires improvement”. In my opinion this was disappointing as, on balance, the inspectors found a great deal of positive activity across the force. People are treated fairly and with respect, while the report said the force also understands and engages well with the people it serves.

There were a number of areas where the force can do better – and indeed in several cases this was readily acknowledged by Warwickshire Police at the time of the inspections. One in particular is around staff welfare. I have readily admitted this was something that should have had more attention from both myself and the senior leadership of the force, particularly given the high level of change the force was undergoing. Since the report’s findings were released, a large programme of work has been



Requires improvement

initiated to ensure that staff well-being is treated as a priority, which has included additional investment in areas such as occupational health.

Issues were also raised around stop and search procedures being used in the Alliance. This was disappointing and has been followed up with the force. Both myself and West Mercia Commissioner Bill Longmore have asked the independent Trust, Integrity and Ethics Committee to look at stop and search as a whole, while Chief Constable Martin Jelley has also commissioned Northamptonshire Police to conduct a peer review of the force’s stop and search procedures, which will look to find specific ways that improvements can be made.

Overall grading

HMIC reports that Warwickshire Police is efficiently run, is good at investigating crime and has a strong commitment to protecting people from harm. It is disappointing, however, that the force has been labelled as ‘requires improvement’ in two out of the three graded categories – for ‘Effectiveness’ and ‘Legitimacy’. I will however make the point once again that these assessments do not mean that Warwickshire Police is a failing force – far from it.

If you read the reports in full, across the 13 questions asked by the PEEL inspections, Warwickshire Police is rated as ‘good’ in 7. None are graded as inadequate. So in reality what HMIC is saying

is: ‘some specific areas require improvement’ while much of the force’s activity is actually praised.

In many cases the inspections which actually informed the reports took place many months ago – in one case almost a year has passed since their visit. Since then much work has gone on to address the concerns raised in the reports and I am confident that by the time of the next PEEL assessment, HMIC will find a much improved picture.

Fulfilling My Statutory Responsibilities

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

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

- **Safeguarding**
- **Budget and Finance**
- **Governance and Scrutiny**
- **Partnership and Collaboration**
- **In relation to Consultation and Engagement please refer to pages 27/28 for details of my Engagement Strategy and the engagement activity I have undertaken**



Safeguarding

'Safeguarding means protecting people's health, wellbeing and human rights and enabling them to live free from harm, abuse and neglect. Those most in need of protection are children, young people and adults whose circumstances make them vulnerable'.

Ron Ball

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

How I have fulfilled these duties:

- My Police and Crime Plan 2013-2017 has a particular focus of protecting people from serious harm. I have included a specific focus on young people and implicit in this is the duty to safeguard and promote welfare.
- I am represented on a number of internal and external bodies that consider safeguarding as part of their business.
- I have challenged the Chief Constable at the weekly meetings I hold privately with him on the force response to child protection and Child Sexual Exploitation (CSE). During the year I have requested reports from the force on CSE, rape and serious sexual offences and those reports have been presented to the Police and Crime Panel.
- Over the last twelve months I have provided leadership to push forward the implementation of a Multi-Agency Safeguarding Huh (MASH) should be implemented in Warwickshire. I am pleased to report that the children's safeguarding aspect of the MASH will go live in Warwickshire on 3rd May 2016. The aim is for the adult's safeguarding aspect to go live later in the year (see page 14 for details).
- I have ensured there is strong core police funding to tackle CSE and in addition I have made additional funding available through Operation Devonport (see page 14 for details).
- All my office policies are subject to an Equality Impact Assessment process which covers children's issues by way of the 'Age' protected characteristic. Many recommendations have been made as a consequence of reviewing the policies, not only in terms of equality.
- Where I support services through grant funding or commissioning, there are clear guidelines to recipient organisations regarding the duties, policies and procedures required to be in place to safeguard and promote the welfare of children. The guidelines require these organisations to demonstrate how their services or projects safeguard children, whether as victims or perpetrators.

CSE Awareness and Sexting

I opened and part funded the county's first Child Sexual Exploitation Youth Conference held in February on, Safer Internet Day, which focused on the dangers of sexting. Organised by Warwickshire County Council, the day aimed to raise awareness of the issues for young people, as well as providing practical advice and support on how to deal with it. A range of organisations were also there to offer support to both staff and students.

Schools from across Warwickshire attended and 200 delegates took part in the event – 150 young people and 50 teachers/allied professionals. Keynote speakers included

Chief Constable Martin Jelley and Professor Andy Phippen from the University of Plymouth. A series of workshops delivered by Youth Justice Service then explored sexting and the law, while Barnardo's looked at sexting and CSE. Staff worked with the professionals to draw up a county-wide policy framework that can be used to support schools in dealing with incidents of sexting.

The conference forms part of the county's broader CSE programme, which launched with the 'Something's not right' campaign in March 2015. To find out more, visit warwickshirecse.co.uk.



Budget and Finance

At the beginning of 2015/16 I issued a challenge to the Chief Constable to improve the financial performance of the force, particularly to tackle the underlying reasons behind the under spending of the budget in previous years. Although it is too early to report the final figures for 2015/16 the monitoring undertaken during the year and the latest forecast for the end of 2015/16 are encouraging.

The reserves I hold are currently very healthy. This gives me the opportunity to minimise the impact of future budget reductions by phasing their use over the life of the current five year medium term financial plan and investing in the infrastructure of the force, minimising the future costs of borrowing. This plan, which I agreed in February following consultation with the Police and Crime Panel, provides for significant use of reserves over its life.

The following table shows the expected deployment of reserves over the life of the plan:

	2015/16	2016/17	2017/18	2018/19	2019/20
	£m	£m	£m	£m	£m
Budget reserve	14.149	4.000	0.000	0.000	0.000
Rural, business and cyber crime	2.000	1.500	1.000	0.000	0.000
Invest to save and Innovation fund	2.720	1.100	0.248	0.000	0.000
Investment in infrastructure reserve	0.000	6.000	4.500	3.000	1.500
General Reserves	7.700	6.800	7.227	7.865	8.185
Total Reserves	26.569	19.400	12.975	10.865	9.685

I have undertaken a comprehensive review of the capital programme and the capital planning and monitoring process. The revised programme now fully reflects my priority and that of my counterpart in West Mercia to achieve full integration of services and systems of operation across the Alliance as quickly as possible. It also recognises the need to modernise ICT systems and further develop the estate to ensure that policing responds to changes in demand and the nature of crime as efficiently and effectively as possible. Consequently, I am planning significant capital investment of £87.6m across the Alliance over the next four years.

Looking ahead, the financial settlement announced in the Comprehensive Spending Review (CSR) was not nearly as bad as feared. That is not to say the challenging environment has gone away. The CSR only provided a settlement for 2016/17, with the settlements for future years still unknown. This coupled with the postponement of the Formula Grant review until 2016/17 means we still face a period of uncertainty over our future funding levels. In light of this, the medium term financial plan was reviewed as part of the 2016/17 budget, including an increase in the precept of 1.99%. This will help maintain current levels of police officers, keeping the citizens of Warwickshire safe. It also leaves a strong financial position for my successor.

Governance and Scrutiny

“The public accountability for the delivery and performance of the police service is placed at the hands of the PCC on behalf of their electorate.”

The Policing Protocol, Paragraph 14

The Policing Protocol

This is a statutory instrument clarifying the roles of Commissioners, Chief Constables and Police and Crime Panels, what they are expected to do, and how they should work together to fight crime and improve policing. It underpins the local policing governance arrangements to which I adhere.

Accountability

Holding the police to account is one of the main duties I carry out on behalf of the people of Warwickshire. On a weekly basis throughout the year I have met with the Chief Constable and reviewed force performance, challenging where necessary. When issues of significant concern have arisen I have formally requested a written response from the Chief Constable on how the issue is being addressed. I have received two formal responses from the Chief Constable in relation to revenue under-spending and slippage in the planned capital programme for the financial year 2014/15 and an explanation for the increase in recorded crime, in particular violence against the person offences.

I have continued to hold bi-monthly Public Scrutiny meetings. At these meetings I hold the Chief Constable to account not solely on general force performance but also on set topics that I believe are of public interest. Over the last year I have asked the Chief Constable to present on the following:

- Special Constabulary and Volunteering in Warwickshire
- Cyber Crime, Fraud and Scams
- Strategic Policing Requirement
- Road Safety and the A46

It has always been my priority to ensure that the widest audience possible observe these public meetings; therefore I have continued to facilitate the live streaming of meetings. An array of public questions have been posed over the last 12 months covering topics such as diversionary activities for young people in Atherstone, illegal fox hunting, victim satisfaction and parking issues.

In total 269 attendees and online viewers have observed the Public Scrutiny meetings which I held in 2015/16.

Police and Crime Panel

It is also important that I am held to account and the main body which does this is the Police and Crime Panel. In Warwickshire the Panel consists of five Warwickshire County Councillors and one Councillor from each of the five District/Borough areas of Warwickshire (North Warwickshire, Nuneaton and Bedworth, Rugby, Stratford upon Avon and Warwick). There are also two co-opted independent (i.e. non-councillor) members. Over the last 12 months the Panel has met formally seven times at five different venues across the county.

Underpinning the panel are two separate working groups, the performance and planning working group and the budget working group which my staff are both engaged with. These groups conduct additional scrutiny of my work and play an important role in shaping the Panel's Work Programme.

As well as questioning me on my progress, the Panel agreed my proposed increase in the police council tax, as well as confirming the appointment of the interim treasurer, Elizabeth Hall.

Further details regarding the statutory powers and responsibilities of the Panel can be accessed [here](#).

Joint Independent Audit Committee

The joint audit committee (JAC) provides independent assurance on the adequacy of the risk management framework and the associated control environment of the Alliance. The committee also provides independent scrutiny of the organisation's financial and non-financial performance to the extent that it affects exposure to risk and weakens the control environment. It also oversees the financial reporting process.

During 2015/16 the JAC received and commented upon the plans and monitoring reports for both the internal and external audit function; scrutinised all six Statements of Accounts for the Alliance and provided an independent challenge to the Force and OPCCs on risk management and Treasury Management.

Independent Trust, Integrity and Ethics Committee

In the last twelve months, the Independent Trust, Integrity and Ethics committee has met seven times and undertaken a significant work programme. Their work has included dip-sampling force complaint files on a monthly basis and as discussed on page X, they have reviewed rape no crime case files and the use of drones. They have also received a demonstration from the Alliance on the use of force by officers and scrutinised the work of the Alliance Professional Standards Department, in particular how covert policing is undertaken.

Small Unmanned Aerial Vehicle 'Drones'

A trial is currently taking place across the Alliance on the use of small unmanned aerial vehicles – better known as drones. These can bring a number of benefits to operational policing, allowing for an expansion of air operations in a cost-effective way. The trial will see the drones used in two ways: they may be deployed to an incident as a resource to assist officers on the ground or they may be used in a pre-planned operation, for example to help manage public safety.

The technology was demonstrated to the Trust, Integrity and Ethics Committee in October, who scrutinised the policies and procedures and provided feedback to the force prior to the trial commencing in January. If, how and when drones are to be used in policing are not purely operational decisions and it is important they are used in clearly defined ways. The public must be reassured that the police will not use the technology inappropriately to spy on them or undertake any kinds of covert surveillance unless there is an appropriate authority in place. The input of the TIE Committee has been extremely helpful in establishing the parameters for the trial and will play a part in any final determination on whether to deploy drones more widely in future.

Police and Crime Panel Stakeholder Engagement Task and Finish Group

In its capacity as a 'critical friend', the Panel set up a Task and Finish Group to review stakeholder engagement in Warwickshire. The findings and recommendations of the Task and Finish Group were presented to the Police and Crime Panel in March 2016. It will be for my successor to decide if he or she wishes to address any of the recommendations.

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Partnership and Collaboration

The Strategic Alliance between Warwickshire and West Mercia Police - 'Two forces, one vision, one Alliance'

In the last twelve months we have made significant decisions as an Alliance which have included:

- improving the way in which the police listen to and respond to the public
- investing significantly in the police estate, including ANPR cameras and a new Operations and Communications Centre (OCC) in Warwick
- improving the ICT infrastructure including a new telephony system alongside implementation of the Athena system, leading to further efficiency savings
- the procurement of a strategic partner to support the Chief Constable in transforming policing in Warwickshire to adapt to changing demands and the changing nature of crime
- the commission of "One Place" reviews with Place Partnership Limited.

Place Partnership

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

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

Maximising the value to the economy of 1,323 assets across the six organisations will also create significant efficiencies, improve operational services and initially employ around 200 staff. The company aims to deliver gross cost savings of approximately £58 million (excluding school savings) between 2015 and 2025.

Place Partnership is sponsored by the Cabinet Office, who are taking a keen interest in its development. Bruce Mann, who is Finance Director of the Cabinet Office and Executive Director for Government Property Unit, sits as the company's Independent Chairman.

National Police Air Service

A topic close to my heart has been the development of the National Police Air Service, on whose board I served as the Midlands area representative. As invaluable as it is, the provision of air support to police forces can't claim to be immune to the financial

pressures being felt across policing as a whole. Structuring the service nationally and further rationalising it has already achieved significant savings (from a budget of £71 million in 2010 to £54 million in 2015), with plans in hand to take a further 14% out of that budget.

I am a great believer of policing having local accountability and have previously stood my ground on calls for widespread mergers between forces. However, there are some functions that can be delivered much more effectively on a national scale and NPAS is an excellent example. The work that has been carried out with NPAS should hopefully serve as a blueprint for other areas of policing where having a national remit makes clear operational sense.

Association of Police and Crime Commissioners

I have been a member of this national body which helps PCCs make the most of their ability to influence at a national level, and deliver on their manifesto promises. I was also leader of the group of Independent PCCs until last year. By sharing best practice and identifying opportunities to work together, or paying for services jointly, the APCC helps PCCs be more efficient and effective.

National Domestic Abuse Oversight Group

Domestic abuse destroys lives and for that reason I take my role on the National Oversight Group, chaired by the Home Secretary, very seriously. The group, formed following a hard-hitting report from Her Majesty's Inspectorate of Constabulary (HMIC), aims to improve the police response nationally, bringing all forces up to the standard of the best. Warwickshire was one of only eight forces graded as good in the HMIC report, which said: "The public in Warwickshire can have confidence that the police are working well with partners to tackle domestic abuse and keep victims safe." The group continues to deliver the culture change that is so urgently needed in the police response to domestic abuse.

Regional collaboration

A programme of collaboration between the regional forces in the Midlands has long been established and continues to operate since the introduction of Police and Crime Commissioners. To formalise this arrangement, over the last twelve months a number of collaboration agreements has been drafted and are due to be agreed and signed in 2016. The Commissioners, Chief Constables and Chief Executives meet on a quarterly basis to oversee ongoing projects and identify opportunities for further collaboration. Most recently, we have held significant discussions around the HMIC Regional Organised Crime (ROC) inspection report which makes a number of recommendations for the region.

Looking Forward: 2016/17 and beyond

The landscape of policing is changing. While traditional acquisitive crime has shown year-on-year reductions, new threats and challenges have emerged which call for a fundamental rethink on how the police service structures itself.

Protecting the vulnerable in society from harm and, in particular, ensuring that children are not at risk of sexual exploitation is hugely important. As the revelations of recent years have demonstrated, it is something that will require all agencies to continue to review and improve their approach.

The threat of increased terrorism also brings new dangers, while technology advances are also fundamentally changing the nature of crime, with cyber-related offences continuing to increase and the global nature of the threat posing real challenges for how such criminality is policed.

Equally, new technology brings further opportunities for more efficient and effective ways of working and is changing the way the public chooses to communicate with the police.

With all this in mind, this is an opportune time to bring in some fresh thinking to what will become a fundamental re-shaping of Warwickshire Police to meet these challenges, taking policing to the next level. It will require a totally new approach and expertise

from outside the policing arena, as well as from within it. For this reason, my West Mercia counterpart and I have approved the concept of appointing a transformation partner, who will bring innovative thinking to this major programme of change. This will be much more than simply a hired consultancy, as they will be an embedded part of the Alliance, working alongside police officers and staff to deliver the transformation.

While the final shape and detail of the transformation partner will be decided by the next PCCs and chief officer teams in both forces, the groundwork to make use of such expertise has been laid. A new 'Vision 2020' document formally sets out the necessary progress and goals for the forces to achieve by 2020 and should provide a stable platform for the next PCC to develop, just as the Alliance Blueprint did for me.

There are a number of other key decisions and projects which I have initiated which will similarly begin to bear fruit after my term of office ends.





An expanded ANPR (Automatic Number Plate Recognition) capability is among the investments in modernised police systems which will bring benefits over future years.

IT modernisation

I have committed substantial investment in future years to ensure that the force's IT infrastructure is thoroughly modernised and fit for purpose. Spending totalling tens of millions of pounds will bring necessary upgrades to police equipment and over the next few years will usher in a whole new IT infrastructure and modernised telephony to enable truly efficient mobile working. This is not being done for its own sake – it will bring noticeable benefits to the public.

Another key investment will deliver the Athena programme, which will enable much improved management of the information police use, covering everything from case management to custody records, intelligence and crime recording within a single system. It will also be able to connect with similar systems at other forces, allowing information to be shared more effectively and efficiently. Athena should be operational later in 2016.

New Operational Control Centre

Along with my West Mercia counterpart Bill Longmore, I have approved plans for a new Operational Control Centre (OCC), based across two sites, one in each force area. Warwickshire's will be based in Warwick and will replace the facility at Leek Wootton from 2017. State-of-the-art technology will be used to ensure enhanced co-ordination of resources as well as making it easier for the public to contact the police and ensure they get better results when they do. The OCC project will save money but also provides a tangible manifestation of the Alliance in action – two forces working extremely closely together for the benefit of their communities.

Officer numbers

Maintaining police officer numbers was a key pledge I made on taking office. I'm pleased to report that I have actually been able

to exceed that target, something the next Commissioner – and more importantly the people of Warwickshire – will continue to benefit from. In fact, Warwickshire and West Mercia are the only forces in the country to have officer numbers at or above their establishment level. They have also both seen the largest percentage increases of officers (up 8.5% or 67 officers in Warwickshire between September 2014 and September 2015), bucking a national overall decline in officer numbers, while the proportion on the frontline increased from 87% to 94% (as at March 2015, according to HMIC).

Encouragingly, the force has also made significant headway in being able to attract officer recruits from a much wider variety of backgrounds. Their work to attract more black and minority ethnic members of the communities has been recognised at a national level as an example for other organisations to follow.

Special Constabulary

Although my target of Warwickshire Police having over 400 Special Constables by the end of my term will not be achieved, my office has worked closely with the force to undertake a comprehensive assessment looking at the full integration of the Special Constabulary within the force. The review has resulted in a new and more streamlined model for the recruitment and training of Special Constables, which is now beginning to yield positive results. Looking forward I believe my successor will reap the benefits of having a refreshed Special Constabulary model, with over 250 applicants currently within the training or recruitment process.

All of these plans will continue to develop in the months and years ahead. Whilst I will not personally have a hand in shaping them further, I will watch how they evolve with interest. I wish the new PCC, whoever the electorate chooses in May, every success in their new role and I hope they enjoy it as thoroughly as I have done.



Ron Ball was elected as the first Police and Crime Commissioner for Warwickshire on 15 November 2012 and took up office on 22 November 2012. The term of office ends in May 2016, when an election for Police and Crime Commissioner is scheduled to take place.

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

<http://www.warwickshire-pcc.gov.uk/>

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