

Warwickshire Police and Crime Panel

Date: Thursday 23 September 2021
Time: 2.00 pm
Venue: Committee Room 2, Shire Hall

Membership

Councillor David Reilly
Councillor Derek Poole
Councillor Barbara Brown
Councillor Ian Davison
Councillor Jenny Fradgley
Councillor Clare Golby
Councillor John Holland
Councillor Dave Humphreys
Councillor Christopher Kettle
Councillor Bhagwant Singh Pandher
Andy Davis
Andrew Davies

Items on the agenda: -

1. General

(1) Apologies

To receive any apologies from Members of the Panel

(2) Disclosures of Pecuniary and Non-Pecuniary Interests

(3) Minutes of the previous meetings

To consider the minutes of the meetings held on 11 and 24 June 2021.

5 - 18

(4) Public Speaking

2. Report of the Police and Crime Commissioner

The report is attached.

19 - 138

3. Police and Crime Panel Annual Report 2020-21

The Report is attached for consideration and comment by the Panel.

139 - 148

- 4. Update from the Working Groups** 149 - 150
- 5. Work Programme** 151 - 156
To consider and review the Panel's work programme.
- 6. Dates of Meetings**
To note the arrangements for future meetings.
- Police and Crime Panel meetings start at 2.00pm, unless specified otherwise. Venues to be advised, unless stated.
- November 2021 (date and venue to be agreed)
27 January 2022 (10.30am)
7 April 2022 (Venue: North Warwickshire Borough Council)
- 7. Any Urgent Items**
At the discretion of the Chair, items may be raised which are considered urgent (please notify Democratic Services in advance of the meeting).
- 8. Reports Containing Confidential or Exempt Information**
To consider passing the following resolution: 'That members of the public be excluded from the meeting for the items mentioned below on the grounds that their presence would involve the disclosure of exempt information as defined in paragraph 3 of Schedule 12A of Part 1 of the Local Government Act 1972'.
- 9. Exempt Minutes** 157 - 158
To confirm the minutes of the meeting held on 24 June 2021.
- 10. Complaints**
To consider any complaints received and considered regarding the conduct of the Police and Crime Commissioner.

Monica Fogarty
Chief Executive
Warwickshire County Council
Shire Hall, Warwick

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Disclaimers

Webcasting and permission to be filmed

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Disclosures of Pecuniary and Non-Pecuniary Interests

Members are required to register their disclosable pecuniary interests within 28 days of their election of appointment to the Council. Any changes to matters registered or new matters that require to be registered must be notified to the Monitoring Officer as soon as practicable after they arise.

A member attending a meeting where a matter arises in which they have a disclosable pecuniary interest must (unless they have a dispensation):

- Declare the interest if they have not already registered it
- Not participate in any discussion or vote
- Leave the meeting room until the matter has been dealt with
- Give written notice of any unregistered interest to the Monitoring Officer within 28 days of the meeting

Non-pecuniary interests relevant to the agenda should be declared at the commencement of the meeting.

The public reports referred to are available on the Warwickshire Web <https://democracy.warwickshire.gov.uk/uuCoverPage.aspx?bcr=1>

Public Speaking

Any member of the public who is resident or working in Warwickshire may speak at the meeting for up to three minutes on any matter within the remit of the Panel. This can be in the form of a statement or a question. If you wish to speak please notify Democratic Services in writing at least three working days before the meeting. You should give your name and address and the subject upon which you wish to speak. Full details of the public speaking scheme are set out in the Panel's Terms of Reference and Rules of Procedure.

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Warwickshire Police and Crime Panel

Friday 11 June 2021

Minutes

Attendance

Committee Members

Councillor David Reilly
Councillor Derek Poole
Councillor Ian Davison
Councillor Sarah Feeney
Councillor Clare Golby
Councillor John Holland
Councillor Dave Humphreys
Councillor Christopher Kettle
Councillor Bhagwant Singh Pandher
Mr Andrew Davies

Officers

Ian Marriott, Legal Service Manager
Deborah Moseley, Senior Democratic Services Officer

Others Present

Philip Seccombe, Warwickshire Police and Crime Commissioner
Polly Reed, Office of the Police and Crime Commissioner
Debbie Tedds, Preferred Candidate
Neil Tipton, Office of the Police and Crime Commissioner

1. Appointment of Chair to the Warwickshire Police and Crime Panel

Councillor Chris Kettle nominated Councillor David Reilly to serve as Chair to the Panel for the coming year. Councillor Derek Poole seconded the nomination. There were no other nominations and Councillor Reilly was elected unanimously as Chair to the Police and Crime Panel for 2021/22.

2. Appointment of Vice Chair to the Warwickshire Police and Crime Panel

Councillor David Reilly nominated Councillor Derek Poole to serve as Vice-Chair to the Panel for the coming year. Councillor Clare Golby seconded the nomination. There were no other nominations and Councillor Derek Poole was elected unanimously as Vice-Chair to the Police and Crime Panel for 2021/22.

3. General

(1) Apologies

Apologies were received from Mr Andy Davis, Independent Member, and Councillors Barbara Brown and Jenny Fradgley. Councillor Sarah Feeney had been named as a substitute for Councillor Brown.

(2) Disclosures of Pecuniary and Non-Pecuniary Interests

None.

Clarification was provided that holding office at one of the constituent authorities did not disqualify Panel Members from participating in the meeting or voting.

4. Appointment of a Chief Constable

Following notification from the Police and Crime Commissioner of his intention to appoint a preferred candidate, Debbie Tedds, to the role of Chief Constable, the Panel held a Confirmation Hearing in accordance with Schedule 8 of the Police Reform and Social Responsibility Act 2011.

The Panel congratulated the Commissioner on his re-election and noted his report on the selection process for the appointment of the Chief Constable which included:

- The role profile and person specification;
- Details of the selection process including a familiarisation day, the assessment day, presentation subject and set questions which were designed to enable the appointment panel to establish candidates' knowledge, skills, experience, and ability to perform the role; and
- A brief introduction to the preferred candidate from the Commissioner;

The agenda pack also included a report from the Commissioner's Independent Advisor who had been appointed to ensure the selection and appointment process was conducted fairly and openly, with the successful candidate selected on merit.

The Panel had also been provided with a copy of the preferred candidate's completed application form.

The Commissioner highlighted his duties regarding the appointment of a new Chief Constable due to Martin Jelley QPM's imminent retirement and commended Ms Debbie Tedds to the Panel. Ms Tedds had presented herself as the most outstanding candidate during the recruitment process and had been unreservedly selected by the interview panel for the position.

The Commissioner remained in the meeting whilst the Panel asked questions of the candidate which related to her professional competence and personal independence, the answers to which enabled Members to evaluate Ms Tedd's suitability for the role.

At the end of questioning, the Chairman thanked the candidate for her attendance and the Panel **RESOLVED** that members of the public be excluded from the meeting during their deliberations on

the grounds that their presence would involve the disclosure of exempt information as defined in paragraphs 1 and 3 of Schedule 12A of Part 1 of the Local Government Act 1972.

After a short adjournment, the meeting was reconvened in public and the Chair confirmed the Panel's decision to write to the Commissioner expressing the Panel's view and recommendations (letter appended).

The meeting ended at 4.37pm

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Councillor David Reilly
Warwickshire Police and Crime Panel Chair
Shire Hall
Warwick
CV34 4RL
davidreilly@northwarks.gov.uk
www.warwickshire.gov.uk

11 June 2021

Mr P Seccombe
Office of the Police & Crime Commissioner for Warwickshire
3 Northgate Street
Warwick
CV34 4S

By Email: philip.seccombe@warwickshire.pnn.police.uk
CC: Polly Reed, (OPCC) polly.reed@warwickshire.pnn.police.uk

Dear Mr Seccombe

Appointment of Chief Constable

In accordance with Schedule 8 to the Police Reform and Social Responsibility Act 2011, I write to inform you of the Warwickshire Police and Crime Panel's recommendation with regard to your proposed appointment of Ms Tedds as Chief Constable of Warwickshire Constabulary.

At the Panel's Confirmatory Hearing held on 11 June 2021, members questioned Ms Tedds in relation to her professional competency and personal independence in respect of the role profile for the position of Chief Constable.

The Panel concluded that it was confident that Ms Tedds possessed the competencies, behaviours and experience required for the role and commends her for the post without reservation.

The Panel have asked me to write to you separately in respect of certain matters pertaining to the direction of travel of the force which it hopes you will incorporate into your work with the new Chief Constable and into the next Police and Crime Plan.

On behalf of the Panel, I would like to wish Ms Tedds every success in carrying out her role for Warwickshire Police.

We shall publish this letter on the Panel's website on Friday, 18 June 2021

Yours sincerely

A handwritten signature in black ink, appearing to read 'David Reilly', written over a faint circular stamp.

Councillor David Reilly
Warwickshire Police and Crime Panel Chair

Warwickshire Police and Crime Panel

Thursday 24 June 2021

Minutes

Attendance

Committee Members

Councillor David Reilly
Councillor Derek Poole
Councillor Barbara Brown
Councillor Ian Davison
Councillor Clare Golby
Councillor John Holland
Councillor Dave Humphreys
Councillor Christopher Kettle
Councillor Bhagwant Singh Pandher
Andy Davis
Andrew Davies

Officers

Virginia Rennie, Strategy and Commissioning Manager (Strategic Finance)
Ian Marriott, Delivery Lead - Commercial and Regulatory
Deborah Moseley, Senior Democratic Services Officer

Others Present

Sara Ansell, Treasurer, Office for the Police and Crime Commissioner
Helen Knee, Joint Audit & Standards Committee
Dave Patterson, Development and Policy Lead, Office for the Police and Crime Commissioner
Polly Reed, Chief Executive, Office for the Police and Crime Commissioner
Philip Seccombe, Warwickshire Police and Crime Commissioner

1. General

(1) Apologies

None.

(2) Disclosures of Pecuniary and Non-Pecuniary Interests

None.

(3) Minutes of the meeting held on 18 March 2021

Resolved: That the minutes of the meeting held on 18 March 2021 be confirmed as a correct

record and signed by the Chair.

(4) Public Speaking

None.

2. Report of the Police and Crime Commissioner

The Police and Crime Commissioner presented his report to the Panel which provided an update on his activities since the last report on 18 March 2021. The report focussed on the PCC's return to office following elections in May 2021, recruitment for the new Chief Constable, establishment numbers, crime rates, performance accountability, an update on the Evolve change programme, workstreams that the Office for the Police and Crime Commissioner (OPCC) had been engaged in since the last report (including finances, commissioned services and grants, volunteers scheme, police complaint reforms, road safety), collaboration activity (including Blue Light Commercial Limited, Warwickshire Bluelight Joint Advisory Collaboration Board, Local Criminal Justice Board and Warwickshire Strategic Road Safety Partnership), and engagement activity.

In response to a question from Councillor Dave Humphreys regarding establishment numbers, the PCC noted that the transformation to a standalone force was a significant challenge and a large proportion of the budget was allocated to payroll and associated payments. The bulk of new officers were funded by the taxpayer rather than central government and he believed that residents would not accept a higher level of precept to increase officer numbers further, but this would be a topic for future consultation.

Responding to a question from the Chair regarding Police Officer Establishment (graph 1), the PCC explained that the spike in the graph that could be seen in June 2021 related to an intake of officers and the subsequent standstill related to the budgeted number of officers for the period being 1048 and the force being requested not to overspend on pay through further recruitment. The pay budget from 1 April would increase to a figure that would see the establishment rise to 1100. The control of officer numbers was not an exact science, primarily due to some individuals deciding to leave the force.

Councillor Jenny Fradgley asked about loss of expertise as suggested by the report at page 30 in relation to Stop & Search. The PCC responded that whilst he did not have exact figures, approximately 40% of the force had less than three years' service and a drain on experience was expected as officers with long service left and new ones joined. However, the comments in the report were related directly to Stop & Search and were not related to the general picture.

In response to a question from Councillor John Holland regarding speeding enforcement, the PCC noted that the Chief Constable had increased the roads team and they were supported by good kit including vehicles, expenditure of £0.5m on education for learners and pre-learners, and Warwickshire's villages were being encouraged to set up their own speed watch teams. However, he noted that speed enforcement would not fully address the problem of road safety and he suggested that the Panel also lobby County Councillors Redford and Crump who were portfolio holders with responsibilities in this subject. He also noted a national campaign to ensure emergency services were statutory beneficiaries of Section 106 planning obligations and the Community Infrastructure Levy (CIL).

In response to a question from Councillor Derek Poole regarding the deployment of speed reduction vehicles to problem areas, the PCC advised that local speed watch teams could anticipate an earlier deployment if they were constantly recording speeding problems. He welcomed the work of speed watch teams and considered that local parishes could be the ignition for setting up new schemes in their areas and that there would be volunteers who simply needed to be trained. Knowing the areas where speeding problems manifested was a support to the force and often the presence of a high vis jacket was enough to slow traffic.

The Panel expressed concern at their understanding that some speed watch schemes had been disbanded, particularly in light of reports that statistics relating to killed and seriously injured (KSI) casualties in North Warwickshire were not reducing. The PCC explained that KSI statistics for the whole county had halved during the pandemic and that speed watch schemes had been stopped at the beginning of the pandemic due to the lower number of vehicles on the road; additionally some volunteers had resigned meaning some recruiting and retraining was needed. Councillors Kettle and Golby emphasised that there should be a focus on accident prevention rather than investigation and Councillor Golby noted the PCC's previous comments regarding the role of the Highways Authority and opined that a proactive approach needed to be applied to facilitate collective policy change thereby reducing accident numbers across the whole of the County. The PCC suggested that this was the role of the Road Safety Partnership which funded local initiatives but, as with all budget setting practices, difficult decisions were required about where to target funds. The Chair noted the Panel's commitment to this issue and funding streams which included HS2 road safety funding.

Councillor Clare Golby asked for further information regarding the standalone ICT function for Warwickshire Police that was included in the Evolve Programme and, since this was commercially sensitive information, the PCC offered to provide details in the exempt session at the end of the meeting.

With regard to the standalone ICT function, Councillor Christopher Kettle sought reassurances that Warwickshire Police maintained facilities to communicate with other forces. The PCC advised that all 999 calls were directed to a national filter. There was a national programme to replace the existing Airwave system and deliver integration of all emergency services with the next generation Emergency Services Network (ESN) which would enable frontline and control room personnel to communicate over a new network. The local Storm command and control platform would be upgraded in the new control room when it opened (in July 2021 subject to the framework being built and tested). The PCC confirmed that the force maintained an ability to communicate with neighbouring forces and particularly noted cross border communication with Leicestershire, Staffordshire and Gloucestershire police forces, and he was pushing, through the Chief Constable, to improve lines of communication so that victims received better, more timely responses. Polly Reed, the Chief Executive at the OPCC, clarified that the use of the phrase "standalone" referred to the force and procurement processes being standalone from the previous alliance arrangements with West Mercia, not that Warwickshire Police did not interact with other forces or organisations.

In response to a question from Councillor Bhagwant Pandher regarding the measures being taken to address the disproportional impact on black, ethnic and minority communities in the Use of Force and Stop and Search, the PCC noted that this reflected the national picture and further work needed to be undertaken to understand the reasons and causes. He noted that the approach to Stop and Search had reduced the number of knives on the streets. David Patterson, Development and Policy Lead (OPCC), noted concern about the statistics and confirmed that the subject had

been discussed with the Chief Constable and diversity would be the focus of a deep dive topic. He also highlighted that HMICFRS had made recommendations on disproportionality and this provided opportunities to monitor how those recommendations were being progressed. He noted that the data was set against a backdrop of County Lines and the proximity to the urban conurbations, but more understanding was needed in this respect. The PCC added that officers conducting Stop and Search were required to use body worn cameras.

Reflecting on Councillor Jenny Fradgley's comments about broadening the use of Stop and Search in the fight against County Lines, the PCC noted that there were different circumstances across the county and it was important to stop all people, regardless of their background, falling victim. More concrete evidence of the issues driving County Lines involvement and victimisation was needed. The force was taking part in a national debate on drug enforcement and also engaging with the Mental Health Trust. David Patterson expanded on the work that the force were undertaking to identify and complete gaps in data to obtain a more holistic picture of the force's current position and where it needed to be.

In response to a question from Councillor Ian Davison regarding complaints, the PCC advised that complaints were his responsibility. Any complainants to the police had a right of appeal to him but there were no further rights of appeal. The Chair invited Helen Knee, a member of the Joint Audit and Standards Committee, to comment on her role undertaking dip sampling of complaints, the results of which were formally reported back to the team. The sampling considered the level of service, rather than the outcome.

Regarding the PCC's work with the Local Criminal Justice Board and the deep dive into criminal justice detailed in the report, Mr Andrew Davies asked for more information that would provide the Panel with a feel on progress being made and suggested the PCC could highlight two things being done to reduce the court backlog. The PCC noted that the pandemic had hit the court system hard although both Warwickshire's crown courts were open and cases were coming through from other parts of the country. He had been able to meet with the resident judge and it was considered that the judiciary had done a good job. However, there were concerns about the length of the backlog and the impact on victims and witness testimony. He did not have a statutory duty to hold the court service to account but had been able to seek a close working relationship. The primary task was to reach pre-pandemic timescales and then improve upon that. Polly Reed, the Chief Executive at the OPCC agreed that further information could be made available in future reports.

Responding to a question from Mr Andy Davis regarding future engagement plans, the PCC indicated that he had undertaken a lot of activity on Zoom and Teams but did not find this as productive as physical meetings. He was building a pattern of visiting schools and would get back into full engagement mode as soon as national regulations allowed. New engagement activity with communities and social media activities were planned to ensure an understanding of local problems. David Patterson confirmed that an engagement plan was in place and Mr Davis sought reports on the outcome of engagement taking place over the PCC's term of office. It was suggested by Polly Reed that this could be incorporated into the annual report.

In response to a question from Councillor Christopher Kettle regarding sickness statistics, the PCC noted that he received a weekly report on sickness levels and that there was not a significant trend being seen. The force had done well to keep absence levels low, particularly as the pandemic had presented significant challenges. The force had complied with all Covid-safety rules and the numbers of individuals self-isolating were low.

Turning to the statistics presented in the report in relation to hate crime, the PCC responded to questions from Councillors Kettle and Golby regarding the reasons for the upward trend shown in the report. He considered an increase in reporting was good news as it had previously been felt there had been under-reporting of this crime and the statistics provided an evidence base to provide appropriate funding levels. The PCC advised that he would be addressing Warwickshire Pride to talk about hate crime and what was being done to tackle it. David Patterson explained that 'hate crime' was defined by statute, and that whilst some incidents may not reach that threshold they would have a hate element. He echoed that increased reporting was positive and added that the focus was on the victims' experience and support for them.

Reflecting on the content of the report, the Panel made a number of observations that they considered would improve the quality of the information presented to them in the future and thereby support their ability to add value through critical friend scrutiny:

- Charts in the report generally presented data in terms of percentages or figures at a fixed date in time, but it would be helpful to the Panel to understand the context behind the statistics together with direction of travel and confidence intervals. David Patterson noted that the data was based upon a more comprehensive official sensitive report that included more information. He offered reassurance that victim satisfaction rates (one of the charts referred to) were improving.
- References to the Evolve 2 Programme were vague and did not give sufficient information for the Panel to understand what the programme was about or the processes that were taking place. The PCC noted that a lot of the underlying information regarding Evolve 2 was commercially sensitive and suggested that more information be presented to the Budget Working Group. Sara Ansell, Treasurer, noted that the Budget Working Group would next meet in August when an in-depth report on outturn was expected and this could include a breakdown of Evolve costs.
- Using the road safety item in the report as an example, the Panel sought more focussed and informative narrative that could be subject to scrutiny, rather than reports on promotional activities. The PCC noted the sentiment and explained his reasoning for their inclusion was that these types of topics benefited from any opportunities that brought key messages to public attention.

Councillor Ian Davison cautioned against seeking additional data and figures without a clear objective in mind due to the level of work that was required to present and interpret statistics. Realistically, he considered that additional data should focus on areas of specific topics and deep dives with consideration given to the timing of reviews to maximise impact. The PCC noted that in an effort to make the most efficient use of staff time, his reports sought to provide an overview that was sufficient to enable the Panel to fulfil its obligations with regard to holding him to account. In response, the Chair reflected on the Panel's wider scrutiny function and the added challenge presented by the alliance arrangement and subsequent transition to a standalone force.

3. Appointment to Working Groups

The Panel were asked to consider the continuance of the Panel's existing working groups, the working groups' terms of reference and the appointments to the two working groups.

Resolved:

1. The Panel confirmed the continuation of the Planning and Performance Working Group and the Budget Working Group.
2. The Panel confirmed the terms of reference of the two working groups as set out in the appendices to the report.
3. That the appointments to the Working Groups be as follows:-
 - a) Budget Working Group: Councillors Christopher Kettle, Derek Poole, Jenny Fradgley and John Holland
 - b) Planning & Performance Working Group: Mr Andy Davis, Mr Andrew Davies, Councillors Dave Humphreys, Barbara Brown, Clare Golby and Christopher Kettle
4. That Councillor Christopher Kettle be appointed Chair of the Budget Working Group and that Mr Andy Davis be appointed Chair of the Planning & Performance Working Group.

4. Work Programme

Reflecting on the discussions that had taken place earlier in the meeting, Members requested changes to the work programme as follows:-

1. 20mph speed limits around schools to be brought forward to 23 September 2021 and the scope be broadened to speed limits and general road safety. The PCC expressed the view that the Panel should also meet with the County Council on this topic and Councillor Clare Golby noted work on this topic was being undertaken by Overview and Scrutiny at Warwickshire County Council which may be of interest to the Panel. The Chair asked Panel Members to consider how their wider role as elected representatives could influence this issue.
2. Gypsy, Roma & Travellers would be considered at the meeting on 18 November 2021.
3. The PCC reported that the new Chief Constable would be happy to attend on 18 November 2021.
4. The Planning and Performance Working Group would consider the Panel's approach to organised crime and County Lines.
5. With regard to the proposed climate action plan, the point was made that the stated 2050 target for carbon reduction was not aligned to new government targets (enshrined in law in April 2021) to have 78% carbon reduction by 2035.

5. Dates of Meetings

Future meeting dates were noted. Members noted that venues were yet to be confirmed but reiterated the objective to engage with the communities across the County. Members considered that a change to the start time of meetings would better support arrangements to hold the meetings outside Warwick and agreed future meetings would commence at 2.00pm, subject to review.

6. Any Urgent Items

None.

7. Reports Containing Confidential or Exempt Information

Resolved

That members of the public be excluded from the meeting for the items mentioned below on the grounds that their presence would involve the disclosure of exempt information as defined in paragraph 3 and 7 of Schedule 12A of Part 1 of the Local Government Act 1972’.

The Panel adjourned for 10 minutes at this point in the meeting.

8. Exempt Minutes

Resolved: That the exempt minutes of the meeting held on 18 March 2021 be confirmed as a correct record and signed by the Chair.

9. Complaints

None.

10. Evolve 2 - Information, Communication and Technology (ICT) Services

Earlier in the meeting, Councillor Clare Golby had asked for further information regarding the standalone ICT function for Warwickshire Police that was included in the Evolve change programme. Due to the commercially sensitive nature of the topic, the response was given in exempt session.

The meeting rose at 1.02pm

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Chair

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

Report Title	Police and Crime Panel 23/09/2021 Report of the Police and Crime Commissioner
Report Prepared by	David Patterson. OPCC Lead – Scrutiny and Performance
Report Prepared for	Police & Crime Panel Meeting 23/09/2021
Date	14/09/2021
Version	Version 1

Security Classification	OFFICIAL
Disclosable under Freedom of Information Act?	Yes

Police & Crime Panel

23/09/2021

Report of the Police and Crime Commissioner for Warwickshire

1. Introduction.

The purpose of this report is, in my capacity as the Police and Crime Commissioner for Warwickshire, to provide the members of the Warwickshire Police and Crime Panel with an update on my key activities since the panel's last meeting on Thursday 24 June 2021.

2. Office of the Police and Crime Commissioner

The following provides an insight into some of the significant developments that have occurred since my last report to the panel and captures some of the work that both the Office of the Police and Crime Commissioner (OPCC) and I have been engaged in during that period.

2.1 PCC Review

Last year the Government set out its ambition to strengthen and review the role of Police and Crime Commissioners by launching a two-part review into the role, in furtherance of the Government's stated commitment to deliver on the people's priorities to cut crime.

2.1.1 Part One

On 16 March 2021, the full set of recommendations were announced by the Home Secretary in a Written Ministerial Statement and are intended to sharpen the accountability, visibility and transparency of Police and Crime Commissioners, as well as considering their role in strengthening fire governance and progression of the Government's longer-term ambitions on Mayoral devolution.

The Association of Police and Crime Commissioners has recently released information on the anticipated timescales for the implementation of the key recommendations of the review. These are however subject to parliamentary timetables and agreement and are therefore subject to change: -

Recommendation	Timescale
Amend the Specified Information Order	Implemented 31 May 2021
Electoral reform – First Past the Post	Implement in time for 2024 elections
Build on the accountability framework and develop a framework for the use of independent mediation	Prior to December 2021
Consult on potential changes to the Policing Protocol	May 2022
Legislate to mandate the Commissioners must appoint a Deputy from 2024 onwards	Implement in time for 2024 elections

2.1.2 Part 2

In July 2021, the Government announced its intention to launch Part Two of the review, which is intended to help examine further ways to strengthen and expand the role with a focus on the tools and levers needed to enhance Commissioners efforts to cut crime. In particular it will: -

- Work alongside the Ministry of Justice and Probation Service to examine the role of Police and Crime Commissioners in offender management aligned to existing operating models.
- Consider the role of Police and Crime Commissioners in the partnership landscape and assess whether their current set of tools and levers are sufficient to drive and co-ordinate local activity to reduce crime, combat drugs misuse and tackle anti-social behaviour. The review will focus on Local Criminal Justice Boards, Community Safety Partnerships and Violence Reduction Units.
- As previously announced during Part One, the Government will also bring forward a stakeholder consultation on giving a general power of competence to Commissioners, as afforded to Local Authorities.
- Alongside expanding the role of Police and Crime Commissioners, the Government will continue to build on the work carried out in Part One of the Review, ensuring that there are effective local scrutiny mechanisms in place and that you Police and Crime Commissioners continue to be accountable to the communities they serve.

The review will therefore: -

- Assess the Police and Crime Panel Model - specifically the potential benefits of independent members, identifying and securing the right skill sets and options to strengthen panel support.
- Consider whether the existing mechanisms for investigating complaints and allegations against PCCs are sufficient and examine the role of the Independent Office for Police Conduct in assessing criminal wrongdoings by Police and Crime Commissioners and the issue of vexatious complaints.
- Work with the Cabinet Office and the Ministry for Housing, Communities and Local Government to consider the merits and demerits of introducing recall for Police and Crime Commissioners for very serious breaches of behaviour, including what might be a suitable trigger mechanism.
- Through Part Two of this Review and the upcoming Spending Review, the Home Office will examine how Police and Crime Commissioners use data in holding Chief Constables to account for the efficient and effective delivery of policing services in their respective areas.
- As part of its work on the upcoming Victims' Bill, the MoJ is considering the role of PCCs in enforcing victims' right and commissioning support services.

The review team will report to the Home Secretary on Part Two by November 2021, which will allow the Government to plan for any legislative changes which will need to be made to embed recommendations from Part One and Two of the review.

2.2 Police and Crime Plan 2021-2025

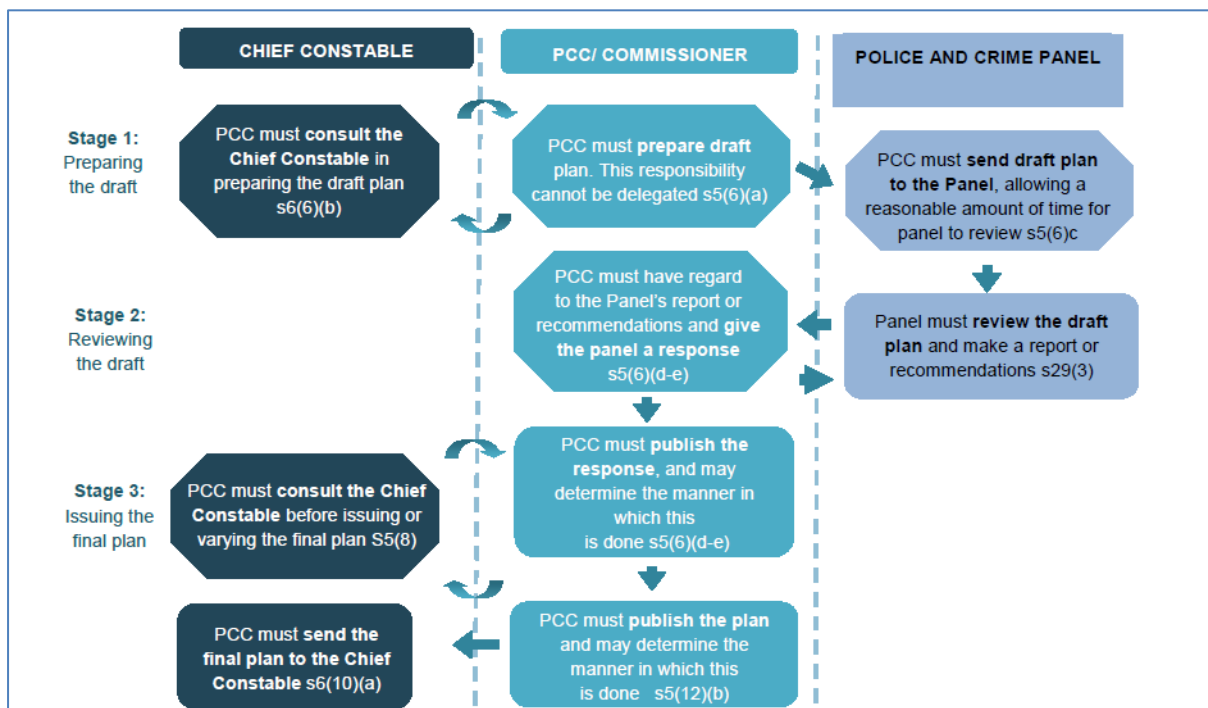
The Police Reform and Social Responsibility Act 2011 brought about significant changes to the governance of policing in England and Wales. This included the introduction of Police and Crime Commissioners across England and Wales, with responsibility for ‘the totality of policing’ in their respective police force areas.

The Act requires Police and Crime Commissioners to issue a Police and Crime Plan for their term in office, which sets out how they plan to discharge their responsibilities, holding their Chief Constable to account for the operational delivery and secure and maintain efficient and effective local policing services.

Whilst my Police and Crime Plan 2016-2022 is still current, following the Police and Crime Commissioners elections I’m keen to set out my ambitions and objectives for my new term of office. The new plan, which will extend to 2025, is currently under development will capture the pledges I made during the election, together with evidence drawn from the OPCC Public Priorities Survey 2020, Warwickshire County Council’s ‘You Say’ Survey 2020, and the OPCC Budget Consultation 2020/21 as to the concerns and priorities of the residents and communities of Warwickshire.

The intentions for the new plan is to make it more concise and public-facing than the existing plan, making it more dynamic and providing a clear focus on the key objectives ensuring that they are quickly and easily understood and remembered by all.

The statutory role of the Police and Crime Panel in the development and review of the Police and Crime Plan is set out in the following illustration: -



Although the new Police and Crime Plan is in development, I thought it would be beneficial for the panel to have early sight of the proposed key objectives for 2021–2025, which are represented below infographic: -

Vision: Communities across Warwickshire feel safe and supported, with crime investigated effectively, better outcomes achieved and reoffending reduced, leading to increased confidence in the criminal justice system.

To achieve this, my priorities are to:

1. Deliver visible and effective policing

Shared outcome: A visible police presence which deals effectively with local issues through innovative use of resources, delivering value for money for the taxpayer.

2. Fight crime and reduce reoffending

Shared outcome: Co-ordinated action is taken to disrupt and deter the most serious and harmful crimes and those which cause most concern to communities, with offenders brought to

3. Keep people safe and reduce harm

Shared outcome: Vulnerable people are safeguarded and there is a sustained reduction in the numbers of people killed and seriously injured on our roads.

4. Improve the justice experience

Shared outcome: Victims and witnesses have a better experience from the point of reporting crime to receiving an outcome, with clear pathways to tailored support services and improved confidence in the

5. Strengthen communities

Shared outcome: Communities are empowered to shape how policing and community services are developed and delivered, with strengthened partnership working building public

Areas of focus:

- Extra officers
- Neighbourhood policing
- Transforming the force

- Violent crime
- Organised crime
- Reoffending

- Violence against women and girls
- Vulnerability
- Road safety

- Victims and witnesses
- Public contact
- Justice outcomes

- Involving and empowering citizens
- Crime prevention
- Partnership working

Police and Crime Commissioners also have statutory duties when formulating and implementing the plan to:-

- Co-operate with responsible authorities in formulating and implementing local crime and disorder strategies
- Co-operate with local criminal justice bodies to provide an efficient and effective criminal justice system for the police area
- Achieve value for money
- Make arrangements for engaging with local people
- Ensure that the Chief Constable fulfils their duties relating to equality and diversity
- Have regard to the need to safeguard and promote the welfare of children
- Have regard to the Strategic Policing Priorities

In due course, I look forward to the Police and Crime Panel's review of the final draft when completed and will value any recommendations that it may make.

2.3 Annual Report 2020/21

It is also a requirement of the Police Reform and Social Responsibility Act 2011 that Police and Crime Commissioners must publish annual reports on their work and the progress which has been made in meeting the objectives of their Police and Crime Plan. I'm therefore pleased to be able to report that a draft of my Annual Report 2020/21 is appended for the purpose of obtaining the observations from the members of the panel.

You will note that the report is not merely confined to the achievement of 2020/21 as it also extends into the current financial year in certain key aspects, as it seeks to inform on the measures and activity that both the Office of the Police and Crime Commissioner (OPCC) and I have been engaged in to tackle the most significant issues of the day. This is particularly so in respect of the challenges we continue to face as we navigate our way through the effects of Covid-19 pandemic emergency.

- **Appendix A** - Draft Annual Report 2020/21.

Once comments from the panel have been captured, and any amendments made, the final report can then be published for the information of the public.

2.4 Serious and Organised Crime

The Police and Crime Panel as part of its work programme has requested the Police and Crime Commissioner to provide a report on the subject of Serious and Organised Crime (SOC). Given the wide-ranging definition of SOC, it has subsequently been agreed that the focus of the paper would be on the sub-category of County-lines drug supply.

- **Appendix B** - Report on Serious and Organised Crime.

The report includes, inter alia, the subject of National Policing Priorities and also recent amendments to the Specified Information Order 2011, which mandates that certain information must be published by the Police and Crime Commissioner within certain time-frames and in a prescribed manner.

2.5 Finances

Detailed financial information is included at Chapter 11 in my appended Annual Report 2020/21. In addition, on Thursday 8 September 2021 the latest meeting of the Police and Crime Panel Budget Working Group was held, chaired by Cllr. Kettle and attended by my Chief Finance Officer and Chief Executive Officer. The working group is to report to this meeting of the Police and Crime Panel.

2.6 Personnel

There have been some developments in respect of the OPCC staff, most notably Katie Baker as the Office Manager has retired after serving for 13 years at the OPCC. I'd like to put on record my sincere thanks for the immense help and support she provided to both myself, my predecessor Ron Ball and the Police Authority that preceded the introduction of Police and Crime Commissioners in 2012.

Also departing from the OPCC is my Personal Assistant, Emma Alaball, and I likewise thank her for her contribution to managing my commitments and supporting the OPCC. I wish them both well for the future and success in whatever new ventures they may pursue. The process of recruiting to fill the vacancies has commenced

2.6.1 Engagement Officer

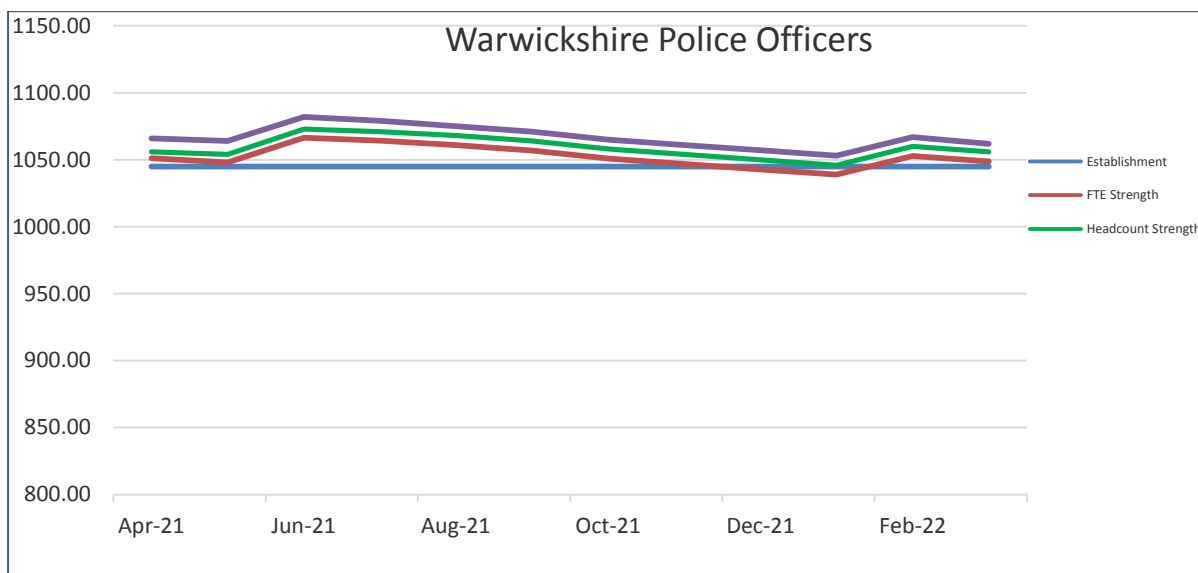
A new addition to the OPCC staff is the recent recruitment of an OPCC Engagement Officer. The purpose of this new role is to extend my reach into Warwickshire's diverse communities in order to listen and better understand their concerns and priorities, and at the same time to explain my role as the Police and Crime Commissioner and communicate the extent of my work and that of the OPCC in fulfilling my responsibilities.

3. Warwickshire Police

3.1 Establishment

I have given an undertaking that the additional funding that tax payers across Warwickshire have contributed through the police precept over the last three years would be used to increase the number of police officers in the county and ensure that policing numbers would top the 1,000 mark - one of the key priorities of my Police and Crime Plan 2016 to 2022.

I am pleased to be able to report that this ambition has been achieved and the actual Full Time Establishment (FTE) of police officer numbers currently stands at 1056 against an establishment of 1045 officers, as the following graph illustrates: -



Graph 1 - Police Officer Establishment

It is proposed that the police officer establishment will further increase to 1,100 officers at the start of the 2022/23 financial year.

3.2 Crime Rates

As previously commented upon, as a consequence of the Covid-19 pandemic and the resultant lockdowns the crime rates for 2020/21 were extraordinary in that extensive and significant reductions in acquisitive crime were experienced. Therefore, comparing Year to Date (YTD) crime rates for the current financial year with those of 2020/21 creates something of a false position as it is not a 'like for like' comparison when taking into account these unique conditions.

Warwickshire Police have consequently produced a revised weighted baseline for their weekly performance data, in that it excludes the data from 2020/21. The below table provides the week's figures for Week 36 (as reported on the 13 September 2021) for key Home Office crime categories: -

HO Crime Category	Volumes	Weighted Baseline %
Total Recorded Crime	806	+3.9
Violence with Injury	85	+35
Rape	11	+37
Personal Robbery	3	-63
Business Robbery	0	-100
Burglary Residential	19	-47
Vehicle Offences	55	-43
Drug Offences	17	+21
Possession Offensive Weapons	16	+100
Public Order	86	+75

3.3 Holding to Account

The Police and Crime Panel may wish to note the appended report 'OPCC Force Performance Scrutiny - July 2021' that was introduced at the last Performance Accountability Meeting (PAM) on the 31 August 2021, held between the Chief Constable and myself as a formal opportunity to scrutinise force performance and to enable me to effectively 'hold to account' the Chief Constable for operational delivery: -

- **Appendix C** - OPCC Force Performance Scrutiny July 2021.

A 'spotlight' subject is also selected for each months PAM to enable additional greater scrutiny on a topic of particular interest or concern. To date, these are: -

2020

- January - Non-emergency 101 performance.
- February - Investigations.
- March - Victim Services.
- April - Covid 19 Public FAQs.
- May - Serious and Organised Crime.
- June - Criminal Justice.
- July - Q1 Performance Report.
- August - Learning and Development.
- September - Equality, Diversity and Inclusion.
- October - Roads Policing.
- November - Suspended due to Covid-19.
- December - Suspended due to Covid-19.

2021

- January - Hate Crime.
- February - Cyber Crime.
- March - Change management
- April - Repeat Victims
- June - Diversity
- July - Evolve
- August - Public Contact

4. Sustainability

4.1 Introduction

The Police and Crime Panel have requested that I provide an update on the arrangements and progress being made to towards environmental and social 'sustainability', not only in terms of Warwickshire Police as an organisation of some 2,000 persons with a budget of some £110m but also in respect of the OPCC and the organisations that we support through commissioned service and grants and the

commercial suppliers that we procure from. The catalyst for such request is the critical and urgent matter of 'climate emergency'.

A Climate Emergency has been defined as, *'A situation in which urgent action is required to reduce or halt climate change and avoid potentially irreversible environmental damage resulting from it.'*

In 2015, through the Paris Agreement, global leaders made an historic commitment to address the problem. The Paris Agreement, signed by over 190 countries around the world, aims to limit the rise of global temperature to no more than a 1.5°C, about pre-industrial levels. This aim has been widely interpreted as requiring global carbon dioxide emissions to reach 'net-zero' by 2050

At a meeting of the full council on Thursday 25 July 2019, Warwickshire County Council unanimously declared a climate change emergency and across the United Kingdom 308 out of 408 local authorities, led by parties from across the political spectrum, have declared such a climate emergency.

4.2 Warwickshire Police

The force have established a Sustainability Board, chaired by the Head of Business Operations with responsibility for both Estates and Fleet, with representation across the organisation including the OPCC.

The aim of the board is to coordinate and bring focus upon all initiatives and issues impacting Warwickshire Police's sustainability agenda, in line with the force's fit for the future commitment to a greener workforce which positively contributes to a sustainable environment. There are five key areas of focus: -

1. Culture

Establish a clear and recognised sustainability culture within the force, with clear engagement from all staff and officers with an understanding of their sustainability obligations both individually and as part of a wider organisation

2. Carbon Reduction

Inform adaptations to our physical infrastructure and working practices to reduce our overall ecological impact and greenhouse gas emissions in line with UK government carbon emission reduction targets, without impacting on our ability to protect our communities.

3. Waste

Inform approaches to minimise our overall creation of waste in the first instance, and where unavoidable, ensure that we are applying the waste hierarchy' effectively in order to maximise the value of our resources.

4. Procurement

Evidence a clear and transparent commitment to our responsible procurement obligations, including prompt payment code, ethical sourcing, supplier diversity and modern slavery, ensuring ethical and secure employment for all people and organisations involved within our supply chains

5. Community

To play our role in developing a prosperous community in Warwickshire and surrounding areas, supporting local organisations, charities and people to develop and thrive.

A comprehensive sustainability delivery plan underpins the aims and terms of reference of the board.

4.3 Police and Crime Panel

At a meeting on the 6 August 2021 between the chair of the Police and Crime Panel Planning and Performance Working Group and representatives from Democratic Services and the Office of the Police and Crime Panel, it was suggested that the working group would like to recommend to the Police and Panel that the working group undertake to research approaches to sustainability issues in order to support the Police and Crime Commissioner by delivering a report on best practice.

If agreed, I would be very grateful for any assistance that the working group could provide in this area of sustainability, which is relatively new to myself and many others involved in implementing the measures. In addition, the suggestion was raised at the last meeting of Warwickshire Police's Sustainability Board on 24 August 2021 and was welcomed.

4.4 BlueLight Commercial Limited

As I have previously reported, I am a member of the board of BlueLight Commercial Limited. The purpose of this new company is to act as a national police procurement support company, providing improved efficacy and efficiency and economies of scale in procuring goods and services for the 43 police forces of England and Wales. The police service spend around £2.5 billion of public money annually and I am grateful to be afforded the opportunity to shape the future in this area of financial prudence.

Social value will also play an increasingly important part in police procurement tenders as the Cabinet Office has issued a national procurement policy statement which includes a number of priorities around social value, including supplier diversity, where 10% of the evaluation criteria is now focused on social value.

Whilst policing is not currently covered by the requirements, Police and Crime Commissioners are keen that police forces engage with these principles. Sustainable procurement is something that is bandied around a lot at the moment, but every public sector organisation now has to consider the environmental, social and economic implications of what they do. Social value can include obvious things such as reducing carbon emissions and waste, but it also goes further to cover the impact of modern slavery or supply chains.

5. Engagements

Whilst the impact of Covid-19 has undoubtedly effected my ability to engage with communities as effectively as before the pandemic, I still continue to actively participate in many different forums and meetings and engage as widely as possible

to hear of the public's concerns and to also discuss the action that I'm taking to address such issues.

Now that the Covid-19 restrictions have been relaxed, I intend to do even more engagements over the coming months to ensure that I am able to fully understand the current views and concerns of Warwickshire's communities as we hopefully emerge from the pandemic. The following are some of my most recent and significant engagements: -

5.1 Futures Unlocked

On the 9 July 2021 I visited Rugby and met with Futures Unlocked, a charity based in the town that helps offenders to resettle in the community when they return to Warwickshire upon release from prison, and provided them with a £10,000 boost from my grants scheme. By working closely with the trained volunteer mentors from Futures Unlocked, clients can get help with accessing accommodation and benefits, attending Probation appointments, registering with a GP and getting help for substance misuse problems. They can also receive support around family matters and get assistance to help them work towards education and employment.

I'm very supportive of the work that the charity does in supporting individuals leaving the prison system, as it helps them restart their lives more effectively - the ultimate aim is to turn their lives around and steer them away from further offending. Having people locked into a cycle of crime is of no benefit to anyone, and the mentoring provided by Futures Unlocked gives a real opportunity for those coming out of the prison system to successfully settle back into the community and lead productive and crime-free lives.

5.2 Academy of Hard Knocks

In my last report to the Police and Crime Panel on the 14 June 2021, I mentioned that I had recently met with the organisation based in Leamington Spa called 'Change your life, Put down your knife', which aims to prevent, rehabilitate and educate young people away from crime with an emphasis on County-lines and knife crime.

On the morning of 23 September 2021, the same day as this Police and Crime Panel meeting, I am to meet with Matthew Wilkins a local anti-knife crime campaigner also based in Leamington Spa who volunteers for an organisation called 'The Academy of Hard Knocks', which aims to break the cycle of youth offending and reduce knife crime. I'm informed that this organisation has already had a really positive impact with the communities in London.

These type of engagements provide an excellent opportunity to discuss the issues from a range of different perspectives to better understanding the causes of knife crime, so that further consideration can be given as to what more can be done with partners to address the scourge of knife crime and the associated factors of County-lines, acquisitive crime and vulnerability.

5.3 Night Time Economy

On Friday 3 September 2021 I went on patrol with officers from Leamington Spa to see for myself the many challenges faced in policing the night-time economy. It's through experiencing these environments and events first-hand that I gain a greater appreciation of the problems faced and a better understanding of the work that the officers, partners and local businesses do in addressing the crime, violence and anti-social behaviour that is often associated with the night-time economy.

6. Formal Decisions

A list of my formal decisions made can be found on the OPCC website at: - <https://www.warwickshire-pcc.gov.uk/your-pcc/decision-making/>



Philip Secombe. TD.

Police and Crime Commissioner for Warwickshire.



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

Report Prepared by	David Patterson. OPCC Lead – Scrutiny and Performance
Report Prepared for	Police and Crime Commissioner
Date	13 September 2021
Version	vDraft3

Security Classification	<p>OFFICIAL</p> <p>This document is in draft form and is not intended for publication until such time that it has been authorised by the Police and Crime Commissioner to do so.</p> <p>It is therefore marked as 'Official' and must be handled in accordance with the Government Security Classification (GSC) Policy.</p>
Disclosable under Freedom of Information Act?	Yes



Philip Seccombe
Police and Crime
Commissioner
for Warwickshire

Warwickshire Police and Crime Commissioner Annual Report 2020/21

'A SAFER, MORE SECURE WARWICKSHIRE'

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Foreword

In many ways, this annual report - the fifth of my term as Police and Crime Commissioner - is not the document I would have expected to prepare for 2020/21. In normal times, it should have been a reflection on the achievements of a first year delivering against new Police and Crime Priorities.

This, of course, was no ordinary year. Instead, this report takes a look back on a 12-month period in which the global coronavirus pandemic took hold, changing the way in which we go about our business day-to-day and sadly resulting in the loss of so many lives.

The postponement of the Police and Crime Commissioner elections in May 2020 due to the pandemic meant the extension of my term of office by an extra 12 months. This in turn resulted in a continuation of my existing Police and Crime Plan and its four key priorities, designed to deliver a safer, more secure Warwickshire:

- Putting Victims & Survivors First
- Ensuring Efficient & Effective Policing
- Protecting People from Harm
- Preventing & Reducing Crime

This report highlights the key activity to deliver against these priorities in the last year and, indeed across my first term of office. Recognising, however, that these were highly unusual circumstances, early in the pandemic my office produced a special Covid-19 Supplement to the plan to outline our response, which is also detailed in full.

As well as providing personnel to help Warwickshire Police overcome the initial challenges presented by the pandemic, my office has contributed to supporting the response by police and partners, both in terms of strategic planning capability and practical measures such as sharing key messages to communities through our various communications channels.

We've also been at the forefront of securing major additional funding for key services supporting victims, to help them adapt to the challenges of home working and to meet additional demand for their services, particularly in relation to domestic abuse.

Of course, our emergency services have responded magnificently to the challenges the year has presented. While our colleagues in health and social care have rightly deserved our plaudits, policing too has played a major part in keeping our communities safe. The work of police officers and frontline staff throughout the pandemic deserves enormous praise. Working at home was never an option for them and this meant putting themselves at personal risk to keep the public safe.

They also had to cope with an ever changing-landscape of legislation designed to keep the public safe. While the majority of people in Warwickshire took up the mantra to 'do the right thing', inevitably officers had to take enforcement action as a last resort against the small minority who flouted the rules. Striking the right balance

was always going to be a hard task but public confidence in the way in which the pandemic was policed remained high in Warwickshire, throughout.

The togetherness of local people and communities during the last difficult year was heartening but not surprising to me. Warwickshire has always enjoyed enormous community spirit and that is something that I know will remain strong throughout the coming years.

It leaves me to conclude by thanking all those who have contributed greatly to making Warwickshire a safer, more secure place to live, work and visit, despite the considerable challenges of the last 12 months. I look forward to working with you all again over the next few years.

Philip Seccombe TD

Police and Crime Commissioner for Warwickshire

Police and Crime Plan 2016 to 2021

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

The documents is also available in hard copy upon request

1. Introduction

The role of the Police and Crime Commissioner is sometimes little known or misunderstood by many members of the public. I therefore hope that this summary of my role and responsibilities will be helpful in providing greater clarity and insight.

1.1 Annual Report

It is a requirement of the Police Reform and Social Responsibility Act 2011 that PCC's must publish annual reports on their work and the progress which has been made in meeting the objectives of their police and crime plan. I believe it's a really important document which allows me to demonstrate the work undertaken by myself and my office on the public's behalf. To many people it often comes as a surprise the sheer breadth of work that we are involved in, across a wide range of agencies, not just the police.

You will note that the report is not merely confined to the achievement of the financial year 2020/21 as it also extends into the current financial year in certain key aspects, as it seeks to inform on the measures and activity that both the Office of the Police and Crime Commissioner (OPCC) and I have been engaged in to tackle the most significant issues of the day.

This is particularly so in respect of the challenges we continue to face as we navigate our way through the impact and effects of Covid-19 pandemic emergency, together with the opportunities that arise through being elected for a second term of office as Commissioner coupled with a new chapter in the long history of Warwickshire Police with the appointment of Debbie Tedds as the force's first female Chief Constable.

1.2 Election 2021

On Thursday 13th May 2021, my second term of office as the Police and Crime Commissioner (PCC) for Warwickshire commenced, the election having been delayed by a year due to Covid-19 pandemic in order to allow sitting PCCs to focus on helping communities cope and recover from the effects of the pandemic.

Of note is that the turnout for the election was the highest yet seen for a PCC Election in the county, with 38.45% of voters taking part. I was immensely pleased to gather 85,963 votes, which were enough to secure an outright majority after the first round of ballots were counted. As I said at the time,

"I'm delighted to be returned for a second term of office and to continue to be able to deliver on my pledges to improve policing and community safety in Warwickshire. I'd like to thank the voters of Warwickshire for the confidence they have shown in me and the role of Police and Crime Commissioner.

I'm very much ready to get back to work and continue delivering on the manifesto pledges I campaigned on and have been carrying out since I first took office. I have

concentrated on maximising the number of police officers for the county, which I know is something the public and the force alike have been pleased to see.

I have also pledged to put victims and witnesses at the heart of the Criminal Justice system. We need to give them support, encourage them to report crime and to help them understand the court process. There is still plenty to do in this area as there are lots of things we need to make easier for all involved and that's something I am committed to making progress on.

Finally, I pledged to have a value-for-money organisation with a balanced budget. It remains as vital as ever that policing is funded well, but that it also delivers value for taxpayers and does not spend more than it receives. That was a key part of the budget I set for this financial year and I can now continue to deliver this in the years ahead as Warwickshire Police continues to transform and improve the service it delivers to the community. These pledges will undoubtedly form the basis of my next Police and Crime Plan, which is already under development."

Overall, I very much thank the electorate for the confidence they have shown in me to allow me to continue to fulfil these pledges

1.3 Role and Responsibilities

1.3.1 Police and Crime Commissioner

As the elected Police and Crime Commissioner for Warwickshire I am the representative of the county's residents and communities, providing me with a mandate to oversee and strategically direct how crime and community safety is addressed in the county. I am accountable to the electorate and in turn the Chief Constable of Warwickshire Police is accountable to me. The nature and constraints of these relationships are set out under legislation in the Policing Protocol 2011.

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

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

1.3.2 Chief Constable

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

1.4 Police and Crime Plan

The role of the Police and Crime Commissioner is to be the voice of the people and to hold the police to account. In doing so, the Commissioner is required to produce a Police and Crime Plan that sets out the priorities and ambitions during the term of office.

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

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

Since its inception, there have been two significant unforeseen events that have effected its content, but not the key objectives.

1.4.1 Strategic Alliance

As a consequence of the termination of Warwickshire Police's strategic alliance with West Mercia Police on the 8th October 2019, it was recognised that my Police and Crime Plan required to be amended to reflect the fundamental changes as to how Warwickshire Police would operate going forward. As such, the original plan was updated with a new foreword and edited to ensure it was current and accurate.

1.4.2 Covid-19 Pandemic

It should be remembered that the Covid-19 pandemic is principally as a public health emergency, it is not a policing crisis. Nonetheless, the response to the pandemic presented, and continues to present, many challenges to the delivery of the priorities and ambitions of the Police and Crime Plan.

With the postponement of the 2020 Police and Crime Commissioner elections due to Covid-19, resulting in the extension of my first term of office for an additional year, I determined that the Police and Crime Plan should remain for the foreseeable future in order to achieve my ambition of 'A safer, more secure Warwickshire'.

It was nonetheless clear that business as usual could not continue in response to this public health emergency, as a consequence in May 2020 I produced a 'Covid-19

Supplement' to the plan that set out in Business Continuity Management terms what the 'mission critical activities' of my Office of the Police and Crime Commissioner would be during the effects of Covid-19 period. As I said at the time,

"The Covid-19 pandemic is surely the widest scale emergency this country has faced in peacetime and that's why absolutely everyone has their part of play in helping to combat it and ensure that our vital services can cope at a time of unprecedented demand.

Warwickshire has always proved itself to be resilient and I am convinced that while there are undoubtedly further difficult times ahead, we will continue to see the strong partnership working that the county is famed for, bringing communities together to help each other throughout these challenging circumstances. I have every confidence that if everyone plays their part and follows the Government advice, Warwickshire can rise to the challenges that lie ahead, whatever they ultimately may be.

I know this will be a very worrying time for everyone, so I hope the information in this document will provide some reassurance that all is being done to effectively navigate our way through this emergency. Ultimately, we all have a responsibility to come together to fight this terrible virus and by following the Government's guidance in full, we can save many thousands of lives and ensure that we can get back to normality much sooner."

These priorities are to: -

1. Secure an effective and efficient police service for the area.
2. Hold the Chief Constable to account for the running the force.
3. Maintain community safety by bringing together partners and stakeholders to make sure local priorities are both coherent and coordinated.
4. These three statutory responsibilities are underpinned by ensuring that the OPCC will do all that it can to ensure an effective response in the police and crime landscape to the many challenges that Covid-19 presents.

Whilst it would appear that the worst effects of the dynamic pandemic have now subsided, its profound impact still remains in many aspects of daily life and as such the supplement still has, albeit diminishing, relevance.

Covid-19 Supplement

A copy can be viewed at: -

<https://www.warwickshire-pcc.gov.uk/wp-content/uploads/2020/05/Covid19-Plan-Supplement.pdf?x57845>

1.5 National and Local Responsibilities

1.5.1 BlueLight Commercial Limited

There are 43 police services in England and Wales, with separate organisations in both Scotland and Northern Ireland. The Home Office has therefore made it clear

that policing must strive for greater efficiency in return for increased Government investment.

In response to this challenge, BlueLight Commercial Limited has been established as a new national police procurement support company. Its aim is to address issues of duplication across forces' procurement departments and to drive-down prices with suppliers. Some of business areas that are currently being considered, in development, or are coming to fruition are: -

- Fleet
- Utilities
- Insurance
- Legal Services

In my role as a Police and Crime Commissioner, I am a board member of the company and am delighted to be given the opportunity to deliver greater efficiencies and value for money on behalf of policing UK.

1.5.3 Road Safety Trust

As part of my commitment to improving road safety, I am a trustee of the national Road Safety Trust, an independent grant-giving organisation that works hard to reduce the numbers of people killed or injured on our roads. This is done by providing independent funding for vital research and practical interventions into new approaches to road safety.

All of the trusts funds come from its not-for-profit trading subsidiary company that operates the National Driver Offender Retraining Scheme (NDORS). At the end of the financial year any surplus is gifted to the Road Safety Trust, enabling grants to be awarded to support a whole range of road safety initiatives.

1.5.2 Bluelight Joint Advisory Collaboration Board

As part of my continued commitment to explore new ways of collaboration that result in more efficient and / or effective working, I chair the more local Bluelight Joint Advisory Collaboration Board that that comprises of strategic decision makers from Warwickshire Police, Warwickshire Fire and Rescue Service, Warwickshire County Council, West Midlands Ambulance Service and the Coventry and Warwickshire Partnership Trust. Some of the business areas that are currently being progressed in Warwickshire with these partner agencies: -

- Use of drones
- Water safety provision
- Mental health triage service
- Joint agency deployment of Community Safety Officers

2. Office of the Police & Crime Commissioner

My role as the Police and Crime Commissioner could not be fulfilled without the support of my small team of staff of the Office of the Police and Crime Commissioner (OPCC) who do a tremendous amount of good work in enabling me to fulfil my responsibilities and in pursuit of my ambition for 'A safer, more secure Warwickshire'.

2.1 Personnel

There are 13 direct employees in the Office of the Police and Crime Commissioner, covering the two statutory roles of the Chief Executive and Monitoring Officer, and Treasurer. There are teams to lead and manage Media, Communications and Engagement, Commissioning and Grants, Development and Policy, and Business Support Activities.

I also share two Regional Policy Officers with my three Police and Crime Commissioner colleagues in the West Midlands region. In addition, in fulfilling my new responsibilities (following legislative changes that took effect in February 2020) to manage the review of certain types of public complaints against the police, I also have a secondment arrangement in place to employ a Complaint Reviews Manager on a pro-rata basis with the Police and Crime Commissioner for the West Midlands.

Despite the considerable additional responsibilities that the OPCC discharges, the costs amount to less than 1% of the total annual police and crime budget.

In order to effectively manage the breadth of OPCC business, the staff focus on key areas of development, such as: -

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

The two Regional Policy Officers have regional responsibility for: -

- Serious and Organised Crime
- Criminal Justice
- Cyber Crime
- Specialist Capabilities
- Counter Terrorism
- National Police Air Service.
- Regional Roads Policing
- Emergency Services Communication Programme
- Firearms

Since my last annual report there have been a number of changes to the personnel of the OPCC. Most notably, Neil Hewison the OPCC Chief Executive Officer & Monitoring Officer (CEO) departed at the end of 2020 to enjoy a well-earned retirement. Neil devoted his working life to serving the communities of Warwickshire, firstly with Warwickshire Police and then more latterly as the OPCC CEO where he supported both my predecessor Ron Ball and myself through our terms of office. I wish to formally put on record my immense thanks and appreciation to Neil for his commitment to public service and for all the considerable support and good counsel that he has provided to me during my tenure as PCC.

My new CEO, Polly Reed, joined the OPCC at the beginning of 2021 from her previous position as the Head of Business Services at the West Midlands OPCC. I congratulate Polly on her success in securing this important position and look forward to a new chapter in the development of the OPCC.

I would like to put on record my sincere thanks to those that have retired, or moved on to fresh opportunities, for their commitment, excellent work and the support they have provided to me during their tenure with the OPCC. At the same time, I'd like to congratulate the new members of the OPCC on their appointments and I very much look forward to continuing to work with them during my new term of office.

2.2 Covid-19 Pandemic

In meeting my responsibility to also support Warwickshire's Chief Constable, in the initial stages of the Covid-19 emergency two of the OPCC's Policy and Development Officers were seconded to work with Warwickshire Police in the force's Planning Team. In addition, the OPCC Head of Media and Communications provided support and resilience to the force's Corporate Communications team.

Throughout all the various phases of the pandemic, the OPCC has continued to operate successfully by working remotely from its offices in Warwick for significant periods with 'home working' successfully introduced for the members of staff. The office remained in communication by email and telephone and continued to respond to all contact and correspondence received from the public and partners. The OPCC is now incrementally returning to a state of 'normality'.

2.3 Public Contact

2.3.1 General Data Protection Regulations

The data protection rules under the General Data Protection Regulations (GDPR) place a greater weight of responsibility on individuals and organisations whose work involves the collection of personal data. The OPCC has consequently undertaken a lot of work to ensure that personal data is processed fully in line with these GDPR requirements, including revising our privacy policy to make it much easier to understand how personal data is collected, handled, stored and retained, as well as outlining your rights. I will continue to ensure that data protection has a high priority in the work of the OPCC and that of the force.

2.3.2 Freedom of Information

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

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

OPCC

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

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

3. Commissioned Services and Grants

Around 2.7% of the total police budget is allocated to the Office of the Police and Crime Commissioner. The majority of this allocation relates to the funding for victims' support services and the Commissioner's Grants Scheme, which supports projects in the community to deliver against the priorities of my Police and Crime Plan.

3.1 Commissioned Services

As the Police and Crime Commissioner I hold the statutory function for the commissioning of services to support victims and witnesses of crime in Warwickshire. In doing so, I recognised that certain services would benefit from having more assurance and certainty, for both the service user and service provider, than was possible through the process of applying for annual funding through my Commissioner's Grant Scheme.

I therefore took the decision that I would move to a commissioned services model, enabling medium-term longevity of service provision and also allowing contract requirements and performance measures to be set, all of which was not possible through the grant funding process. These newly commissioned services were awarded to the following organisations for a three year period and commenced on the 1st April 2019: -

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

The office took care to devise, procure and introduce these new services, based upon what victims have told us they need and evidence of what works best in helping deter people away from the criminal justice system. These services have all been commissioned on multi-year contracts to guarantee continuity and we are now in the process of securing a new Needs Assessment to enable effective re-commissioning.

These contracts extend my commissioned victims services portfolio given that there are already two existing jointly commissioned services, namely with Refuge that supports survivors of domestic abuse and secondly with the NHS that delivers forensic support services for adult and paediatric victims of sexual assault.

A total of £1.2 million annually is provided to these commissioned services and I am extremely proud of this considerable achievement as through commissioning services directly, or through co-commissioning with other organisations, I am able to

maximise available funding and ensure good quality accessible services for Warwickshire residents. These arrangements achieves the most positive outcomes for victims and survivors of crime in Warwickshire and best value for money for the public purse.

3.2 Commissioner's Grant Scheme

A significant and very important function of my role as the Police and Crime Commissioner is the funding of projects through my Commissioner's Grant Scheme. These grants come in addition to the more than £1.2 million of funding which I invest each year in directly commissioned services.

In total, £2.25 million was awarded for 2020/21 to organisations in support of the objectives of my Police and Crime Plan, in order to keep communities safe and protect some of the most vulnerable in society.

3.2.1 Grants 2020/21

I agreed to continue funding 34 of my current grant projects for 2020/21, due to their important ongoing success. These projects are spread across Warwickshire and tackle a range of issues such as rural crime, victims of crime, cybercrime, mental health, youth diversionary activities, mentoring ex-offenders and more. The total funding for these grants was £870,375.00.

In respect of new applicants, I made the following amounts of funding available for the following programmes: -

- Road Safety Fund £500,000
- Domestic Abuse Perpetrator £68,000
- Small Grants Fund £50,000
- Domestic Abuse Victim Counselling £25,000
- Reducing Reoffending Fund £15,000

A lot of additional work went into monitoring these grant recipients as a result of Covid-19 with further risk assessments and follow up conversations after the offers were made to ensure a combined approach of both safeguarding public money, and a desire to support those organisations as sympathetically as possible.

In essence, I wanted to make sure that there would be no uncertainty for those organisations, particularly for those who found that other funding streams have been affected by the crisis. It was especially important that those organisations working with the most vulnerable in society could continue their work at this time of greatest need.

3.2.2 Grants 2021/22

This was the fifth year that I have made the funding available, with well over £5 million distributed to community initiatives during that period, All of which supports the vital work of Warwickshire Police and its partners and makes a positive contribution to the objectives of my Police and Crime Plan and my vision of delivering '*A safer, more secure Warwickshire*'.

In December 2020, the 'Commissioner's Grant Scheme' for 2021/22 was launched with a total of £241,000 being made available in the following categories: -

- Domestic abuse victims' support.
- Reducing re-offending schemes.
- Sports, youth diversion and youth justice.
- Small grants fund.

Although decisions as to which projects would be financially supported in 2021/22 were made prior to the Police and Crime Commissioner pre-election period, I was finally in a position to fully update the successful recipients following the elections. Projects to help victims of domestic abuse and their families have received the largest share of the funding pot, in recognition of the increases of this type of crime that the Covid-19 lockdown period was expected to generate.

Commissioner's Grant Scheme

A full list of all of the projects supported can be found on the Commissioner's website at: -

<https://www.warwickshire-pcc.gov.uk/your-pcc/commissioners-grants/>

3.3 Covid-19 Recovery Grant

In these unprecedented and extraordinary times, many groups and charitable organisations were faced with a 'double-hit' during the pandemic of reduced opportunities to raise money, whilst also needing to fund technology to support home-working or to meet increased demand for their support.

In June 2020, I therefore launched a £50,000 Covid-19 Recovery Grant to offer short-term financial help to aid the county's response and recovery from the pandemic to ensure that public sector organisations, voluntary groups, charities, social enterprises and community organisations could continue to provide their much-needed work in support of community safety in the county.

This amount was funded from reserves that I had been able to save through careful financial management and, as taxpayer's money, it was only right that it was put to good use in response to probably the most significant emergency to have hit the county in our lifetimes.

Grants of up to £5,000 were available for each organisation, while donations of up to £1,000 were also available for smaller community groups and projects that had been formed during the pandemic. Across Warwickshire many people come together to help each other get through the difficulties that Covid-19 brought. Voluntary groups sprung-up in all parts of the county and many charitable organisations continued to offer their support and help.

A total of 26 bids for funding were accepted to help a range of different initiatives across the county, both large and small and from all parts of the local area. Among the beneficiaries are a number of projects providing youth support services and

those working with vulnerable people, in recognition of the difficulties that lockdown and social distancing measures imposed.

They included a grant of £4,897 to Aspire in Arts, who used the funding to enable qualified youth workers to visit the places young people were increasingly starting to meet across North Warwickshire and Nuneaton & Bedworth. With schools having been closed during lockdown and youth centre provision continuing to be impacted, this funding ensured better opportunities for engagement with young people.

Also across the north of the county, mentoring and support group Cohort 4 receives £4536 towards the work of a Safe & Well Activity Coordinator. The social enterprise works with disadvantaged and vulnerable women, including those who are survivors of domestic abuse, sexual abuse, or who have mental health difficulties. The support provided by Cohort 4 helps them to remain safe, while also reducing the risk of harm and loneliness.

In recognition of the heightened impact lockdown has had on people with substance abuse issues, a grant of £5,000 was made to the ESH Community Residential Treatment Centre near Southam. This funding assisted in helping them to temporarily increase staff levels in order to provide additional support for essential drug and alcohol detox work.

The Salvation Army received a £1,000 award to provide a county-wide support service for the homeless. This will enable the expansion of emotional support and practical advice activities that was being delivered through phone calls to service users who had been severely affected by the pandemic.

Covid 19 Grant

A full list of all of the projects supported by the Covid-19 Recovery Fund can be found on the OPCC website at: -

www.warwickshire-pcc.gov.uk/covid-19-recovery-fund/

3.4 Funded Posts

A similar programme to that of the commissioned services and the grant recipients exists in respect of my 'in principal' grants, which are awarded to key stakeholders in support of the objectives of the Police and Crime Plan. These posts are: -

- Cyber Crime Advisors - 2 posts.
- Rural Crime Coordinators - 2 posts.
- Business Crime Coordinator - 1 post.
- PREVENT Counter Terrorism - 1 post.
- Trading Standards Officers for Cyber - 2 posts.
- Community Safety Partnership Analysts - 1.5 posts.
- Domestic Abuse Administrator - National Probation Service - 1 post.
- Rural Crime Advisor Post - 2 posts Stratford
- Rural Crime Coordinator Post - 1 post Rural Crime Team (Police)

3.5 Ministry of Justice

In respect of additional funding streams, the Ministry of Justice (MoJ) provides an annual grant to the OPCC for the provision of victim support services.

The funding is allocated as follows: -

- General Victim Recovery services. Fully funded by MOJ grant
- Sexual Abuse and Violence Recovery. Co-funded by MOJ grant and Police and Crime Commissioner funds
- Child Sexual Exploitation Recovery. Co-funded by MOJ and PCC funds

In 2020/21, of this MoJ funding £490,000 was provided to Victim Support to for the provision of victim services in the county.

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4. Consultation and Engagement

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

4.1 Engagement

My role as the Police and Crime Commissioner for Warwickshire is to work with other services to ensure the safety of the community and deliver effective criminal justice in the county. This involves listening to people and taking their views on the issues that affect them in their community, as well as hearing the good practice and ideas for improvement which residents often tell me about. I must also ensure that my Police and Crime Plan meets their needs and expectations, ensuring that the public has a strong voice in how their community is policed. Consultation and engagement therefore constitute a fundamental part of how I achieve this aim.

4.1.1 Covid-19 Pandemic

The challenges presented by the Covid-19 pandemic continue to be profound. The impact of which has undoubtedly effected my ability to engage with communities as effectively as I would have wished during the last year. However, throughout the various lockdown phases I still continued to actively participate 'virtually' in many different forums and meetings and engage as widely as possible with Warwickshire's communities to hear of their concerns and to also impart information as to the actions that both the OPCC and I were undertaking to address the issues that were most important to them.

To facilitate this engagement a number of different governance structures, forums and meetings were established to manage the impact of the pandemic, achieved through the sharing of current and reliable information and by co-ordinating multi-agency activity. The following are some of the arrangements that were put place to ensure that I played a full and active part and could bring my influence to bear on behalf of the residents and communities of Warwickshire: -

- In company with my Police and Crime Commissioner colleagues, I participated in regular meeting with the Policing Minister to discuss relevant matters and developments.
- More locally, I participated in the fortnightly meetings held with Warwickshire's Chief Executives and Leaders of the local authorities, together with the county's Members of Parliament and representatives from Public Health England to discuss the latest position in Warwickshire.
- The OPCC continue to be represented at Warwickshire Police's tactical Covid19 meetings held weekly, to discuss the force's position in meeting the varied and variable challenges that Covid-19 presents to policing.

4.1.2 Correspondence

Over the course of 2020/21, each month the OPCC dealt with approximately 650 emails of correspondence received from a diverse range of sources and covering a wide spectrum of issues. It would appear that this demand is continuing to grow significantly every year.

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

Public accessibility is vital for a democratically elected position and I very much value the correspondence received as it enables me to have a clearer view on what the significant matters of concern are to our communities.

4.1.3 Media Relations

The media, locally, regionally and nationally, play an important part in shaping people's opinions about policing and community safety, so having a strong channel of communication on social media and with journalists and broadcasters is important.

Over the past year I have continued to engage closely with the media, producing regular press releases and other updates on the work of the OPCC, as well as responding to queries regarding national policy and other topics of concern. The overwhelming majority of the coverage has been positive and I will continue to foster good relations with journalists in the year ahead and through my term of office.

4.2 Consultation

4.2.1 Budget Consultation 2021/22

In November 2020 I commenced my public consultation on the police and crime budget to gauge public opinion on the funding landscape for policing locally, including which areas of activity our resident and communities would prefer to see prioritised. The questions built upon the results of the earlier Policing Priorities Consultation that was held earlier in the year.

This consultation was the most comprehensive survey to date undertaken by the OPCC, seeking to build upon the good practice seen elsewhere in England and Wales. As it was held against the very challenging backdrop of the Covid-19 pandemic, the consultation aimed to establish through a variety of means feedback from all parts of the Warwickshire community, in order to inform my decisions on setting the budget for policing for 2021/22.

For the first time, the OPCC organised focus groups to gather qualitative feedback from seldom heard groups and organisations working with vulnerable people. Also canvassed were representatives of the business and farming community, alongside police staff associations, local councillors, council leaders and chief executives and Warwickshire Members of Parliament. This ensured there was a broad demographic response representing a large proportion of Warwickshire's communities.

The overall results reflected that there remained a strong desire to see sustainable investment in policing services, particularly where it improves the ability of the police to prevent and detect crime, enhance visibility of officers and ensure the protection of the most vulnerable. There was also a desire to see grant funding awarded by the Police and Crime Commissioner be prioritised towards projects supporting the vulnerable.

4.2.2 Police Precept

As with other authorities that set the overall Council Tax level, as the Police and Crime Commissioner I have the responsibility and authority to either increase or decrease the amount of the Police Precept (the portion of Council Tax which is used to fund local police services) each year.

Warwickshire Police has two main sources of funding to pay for all of the workforce and non-pay costs. In 2020/21, just over half of the force's budget (£54.16 million) came from central government, while just under half (£47.27 million) came from the Police Precept.

The Budget Consultation was conducted in two parts, with the second part regarding the Policing Precept being held in January 2021 followed the Government's announcement on its Spending Review, which determines the core funding to be provided to Warwickshire Police.

Setting the Police Precept is a critically important decisions for me to take as the amount of money the force receives directly impacts on what the force can deliver to protect people from harm in Warwickshire. The consultation provided a strong evidence base on which to make that decision and I will also continue to ensure that there is rigorous financial control so that every penny of taxpayers' money is used to maximum benefit for the priorities that matter most to our local communities.

5. Putting Victims and Survivors First

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

5.1 Covid-19 Pandemic

5.1.1 Emergency Funding.

Following application, in May 2020 I received an additional £218,164.42 from the Ministry of Justice (MOJ) to help services for victims of domestic abuse and sexual violence continue to deliver support across Warwickshire through the difficult circumstances created by the COVID 19 pandemic. The funding stream was made available until October 2020 in anticipation of an increase in victims of domestic abuse and sexual violence arising out of the lockdown restrictions and was intended to meet the additional costs organisations were incurring in adapting their services.

Six voluntary and community sector organisations who applied and met the specified criteria benefitted from the funding, which enabled them to continue their invaluable work until by introducing different and innovative ways of working throughout the Covid-19 restrictions.

Following this award, in November 2020 an additional £57,891.73 was made available by the MOJ to provide further funding up to March 2021 to these six services, in order for them to continue to meet their related costs and continue to support those most in need. The six organisations receiving this additional funding were: -

1. Refuge
2. Parenting Project
3. RoSA
4. Safeline
5. Family Intervention Counselling Service
6. Insight Services/ Domestic Abuse Counselling Service

As I said at the time, *“All six of these organisations have continued to deliver support to some of the most vulnerable members of our community, so I am pleased that we have received additional funding from the MOJ to help continue to support them across the months ahead. The work they do to help victims of sexual violence and domestic abuse is vital and this extra funding boost will only help to further safeguard their continuing support.”*

5.1.2 Criminal Justice

I readily recognise that one of the key areas affected by Covid-19 is the criminal justice system and the associated disruption to its capacity to deal with cases effectively and efficiently and to bring cases to court in a timely manner. This is of obvious concern to Warwickshire' communities and I have consequently contributed to initiatives with partner agencies in order to resolve these issues: -

- **Local.** In April 2020, I chaired an emergency meeting of the Local Criminal Justice Board (LCJB) that convened agencies across the criminal justice system to pose questions to them about their operating arrangements and to facilitate information-sharing between the agencies. I continue to chair the quarterly LCJB meetings.

In May 2020, I was involved in an additional meeting of the LCJB at which my office proposed the idea of convening a local criminal justice system group specifically focused on Covid-19 recovery, in order to provide a forum for criminal justice agencies to collaborate and work towards local response and recovery.

As with every other scheme in the country, our Independent Custody Visitors (ICV), for which I am responsible, wrestled with the fluctuating Covid-19 restrictions and the need to find new ways of working given that in-person visits were not permitted for a considerable period of time due to the risks involved. This situation was resolved through the introduction of virtual visits, ensuring that this service to safeguard the welfare of those held in police custody was maintained.

- **Regional.** At the West Midlands regional level, through the Regional Criminal Justice Forum I have been actively involved in the recovery of criminal justice system issues and my office continues to collect and collate data on criminal justice performance from a range of agencies to better inform the processes and planning.
- **National.** At the national level, I have been actively involved in discussions on the impact of Covid- 19 on the criminal justice through regular calls with the Policing Minister and with other Police and Crime Commissioners across the country. This forum has provided me with an opportunity to pose questions and advocate on local issues, such as the potential usage of Nuneaton courts as a way of addressing the backlog of cases.

I have continued to participate in the national Criminal Justice meetings organised by the Association of Police and Crime Commissioners, which provides an opportunity for Warwickshire to provide an input in to the national position. This led to the establishment of the MoJ led Victim and Witness Attrition Working Group. This group is designed to specifically consider the increased emotional pressures and subsequent disengagement by victims and witnesses caused as a consequence of the impact of Covid-19 of the criminal justice system.

5.2 Victims and Witness

5.2.1 Victims and Witness Charter

Police and Crime Commissioners are locally elected to secure efficient and effective policing. They have a legal duty to consult with victims in setting the policing priorities in their area and to hold the Chief Constable of the police in their area to

account. They are responsible for commissioning many of the services that support victims.

In my first term of office as Commissioner, I therefore introduced a Victims and Witness Charter that consisted of nine key expectations that set out the standards of service that people should expect to receive from the police and criminal justice agencies in the county if they fall victim to, or witness, a crime. It sought to give victims and witnesses a 'voice' and ensure that the needs of the most vulnerable and intimidated would be recognised and understood. It also provided a means for the public to hold myself, the police and the other criminal justice partners to account to make sure that the required standards are being delivered.

5.2.2 Code of Practice for Victims of Crime

There has been positive progress made since the Charter's inception, most notably by the Home Office in issuing in November 2020 a revised 'Code of Practice for Victims of Crime in England and Wales' that sets out the services and a minimum standard for these services that must be provided to victims of crime by service providers (including Police and Crime Commissioner) in England and Wales.

The Code states that if you are a witness who has suffered harm, including physical, mental emotional harm or economic loss as a direct result, you are a victim of crime for the purposes of the code. You have the **Right** to: -

- Be treated with respect, dignity, sensitivity, compassion and courtesy
- Make informed choices that are fully respected
- Have your privacy respected by service providers in accordance with their obligations under the relevant privacy and data protection laws; and
- Have services provided to assist you and your family to understand and engage with the criminal justice process and that are offered in a professional manner, without discrimination of any kind

It also acknowledges that victims who are considered vulnerable or intimidated, are a victim of the most serious crime (including a bereaved close relative) or have been persistently targeted are more likely to require specialised assistance. Such support may include being offered a referral to a specialist support service, being contacted sooner after key decisions and having access to special measures, these are known as Enhanced Rights.

Code of Practice for Victims of Crime

The Code can be online at: -

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/974376/victims-code-2020.pdf

5.2.3 Victim and Witness Forum

This forum reports to the Warwickshire Local Criminal Justice Board (LCJB) and it ensures that victim and witness entitlements are very much at the heart of criminal justice processes in Warwickshire. All the agencies who make up the criminal justice

system are members of the forum and central to their work is ensuring that victims and witnesses receive the entitlements that are entitled to. The forum is chaired by a member of the OPCC who has lead responsibility for victims and witnesses.

Warwickshire Police has also established a Victim & Witness Experience Board, at which the OPCC is represented, with the intention of improving the experiences of victims and survivors on their journey through the criminal justices processes.

A new regional piece of work on disproportionality work is about to commence led by the CPS and involving multiple Criminal Justice partners, including OPCCs. The project will consider elements of disproportionality within the criminal justice system throughout the person's journey from the point of entry.

5.3 Support

5.3.1 Victim Support

On the 1st April 2019 a new commissioned service that I funded and provided by the independent charity Victim Support went live across Warwickshire. The organisation works alongside police officers and staff, providing free victim care 24 hours a day and 365 days a year. This arrangement also allows the police to work more efficiently and effectively with partners in order to improve the service they are able to provide to victims of crime. This development follows the findings of a Victim Needs Assessment, the arrangement meets the needs identified whilst at the same time retaining the independence of Victim Support. Under this commissioned service, Victim Support delivers: -

- Victim-focused services, to include an assessment of the practical support needed by victims.
- Single points of contact for victims to access updates on the progress of their crime.
- Advice on security and other crime prevention advice to help avoid re-victimisation.
- Referral and signposting to other appropriate agencies and services.
- Emotional support services to help victims to recover from the effects of crime.
- Restorative justice services, which bring victims and those responsible for the crime into communication thereby enabling everyone effected by a particular incident to play a part in repairing the harm and finding a positive way forward.

This more joined-up and improved service offers support to greater numbers of people and the contract also specifies crime classifications that require priority attention. As such, all crimes relating to violence, burglary, hate, anti-social behaviour and cyber enabled crime are priority groups for Victim Support.

I know there will be concern from victims of crime due to the continuing impact of the Covid-19 pandemic, but the message from Victim Support is that they are still operating with the same people and are ready to help with the same commitment to helping victims cope and recover after crime.

Victim Support

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

Victim Support in Warwickshire can be contacted on

01926 358060 and lines are open Monday to Friday from 9am to 5pm.

Victim Support can also be contacted for free outside of these hours on

0808 1689 111

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

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

5.3.2 Refuge

Refuge's Domestic Violence Service is a county-wide provision that I have co-commissioned with Warwickshire County Council in order to provide support to women, men and children experiencing domestic violence in Warwickshire. If a person for any reason does not want contact with the police, then support and information can also be obtained from the Warwickshire Domestic Violence Centre, which is operated by Refuge

Refuge

Freephone 24-Hour National Domestic Abuse Helpline

Tel 0808 2000 247

<https://www.refuge.org.uk/our-work/our-services/refuge-warwickshire-domestic-violence-service/>

5.3.3 Barnardo's and Rosa

Barnardo's and RoSA are now jointly providing a new county-wide service to help victims and survivors of sexual abuse and violence and child sexual exploitation.

Barnardo's has been working in Warwickshire as part of the multi-agency Warwickshire Child Sexual Exploitation Team for a number of years. RoSA, meanwhile, has been providing free and confidential support for anyone who has experienced the trauma of rape, sexual abuse or sexual violence in Warwickshire for the past twenty-eight years.

These organisations work throughout the county supporting women, men, young people and children from the age of five onwards and support is also offered to family members, partners and carers. Together, they deliver a range of evidence-based, victim-led personalised support services and interventions, including face-to-face, telephone and online support, ensuring the service meets the current and emerging needs of victims.

The commissioned service also includes expanded provision of Independent Sexual Violence Advisors and Children and Young People's Independent Sexual Violence Advisors across the whole of Warwickshire. These are trained professionals who work with victims and survivors to provide impartial information about all of their options, including reporting to the police or accessing other services that they may require, such as counselling or advice on housing, social care or benefits.

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6. Efficient and Effective Policing

As the Warwickshire Commissioner I have a statutory duty to secure an effective and efficient police service. This responsibility forms one of the four key objectives of my Police and Crime Plan 2016 to 2021.

6.1 Operational Independence

The relation between the Police and Crime Commissioner for Warwickshire and the Chief Constable of Warwickshire Police and is often misunderstood. As such, the following remarks from Sir Thomas Windsor (Her Majesty's Chief Inspector of Constabulary) in his annual assessment of policing 'State of Policing 2020' is helpful in describing the separation of roles and responsibilities of each position, and also the constraints: -

The operational independence of chief constables is crucial. The Policing Protocol Order 2011 specifies how Police and Crime Commissioners (PCCs) and chief constables should work together. It explicitly deals with the protection of the operational independence of chief constables. The oath of office that PCCs must take includes a promise "not to interfere with the operational independence of police officers".

Police and crime commissioners are not the line managers of chief constables; it is not a relationship of master and servant, and should not be understood as such.

Police and crime plans are not sets of directions or orders, and cannot override the common law obligation of the chief constable to enforce the criminal law with objectivity and impartiality. If a PCC were to threaten to invoke the procedure for dismissal of a chief constable, simply because the chief refuses to carry out improper instructions, that would be illegal.

The principles and policy of the Policing Protocol are founded on there being a professional relationship between PCC and chief. It is of course impossible to make detailed prescription for every factual permutation in the relationship. Policing is too complex for that. The trust and confidence in the proper operation of the relationship must be high, and that includes respect for the principle of operational independence.

Police and crime commissioners have positions of immense importance in local policing and, collectively, in regional and national policing. Their powers over the setting of policing priorities, the force's overall budget and the power to dismiss the chief for failures in efficiency and effectiveness, are considerable. Their abilities to improve criminal justice in their police areas are great and in many cases that is how they are used. But they do not amount to powers of intervention and direction.

6.2 Chief Constable

In June 2021, Martin Jelley QPM as the Chief Constable of Warwickshire Police retired from the force. I again sincerely thank Martin for his outstanding leadership of

Warwickshire Police during his six-years in office and wish him much peace and happiness in his retirement.

Under the 'Police and Social Responsibility Act 2011', the Police and Crime Commissioner has responsibility for the appointment of the Chief Constable. As such, the recruitment process for a successor was commenced in March 2021 prior to the pre-election period. The process was then concluded after the election.

It was important that we had an open and transparent process to select our next Chief Constable, so that the local community, partners and police officers and staff from a wide range of roles, ranks and grades from across the force had the chance to contribute and ensure that the best outcome was achieved. Following this protracted and rigorous selection procedure, Debbie Tedds as Warwickshire Police's Temporary Deputy Chief Constable (T/DCC) was selected as my preferred candidate for the position.

On the 11 June 2021, a Confirmation Hearing was held by the Police and Crime Panel to consider her selection as the next Chief Constable, following which the appointment was endorsed. The Panel chair, Councillor David Reilly, said members were confident that T/DCC Tedds "Possessed the competencies, behaviours and experience required for the role" and "commended her for the post without reservation". Choosing the right person to drive forward the development of policing in the county must count as the single biggest decision I've had to make during my five years as Commissioner, I therefore wish to thank the Panel for its thorough scrutiny and considered deliberations in confirming my decision.

In July 2021, Chief Constable Tedds commenced her new role and as the first female head of the force in its 164-year history it's an appointment of historic importance. She was already well-known and respected throughout the county and demonstrated clear and strategic leadership abilities during her career and throughout the selection process, which combined with her calm and friendly approach will continue to be a great asset to Warwickshire.

The next few years will see Warwickshire Police continue to grow and develop and I am delighted that we will have an outstanding leader in charge who has already been heavily involved with the Evolve transformation programme. The continuity provided by her appointment has allowed a seamless transition and helped provide the workforce of Warwickshire Police with added stability, allowing them to fully focus on serving the people of Warwickshire.

6.3 Strategic Alliance

In October 2018, West Mercia Police notified Warwickshire Police of their decision to terminate the strategic alliance that had been formed between the two forces in 2012 under a Sect 22 Police Act 1996 agreement. It is worth remembering that the decision to end the alliance was one taken unilaterally by the West Mercia Chief Constable and his Police and Crime Commissioner. It was not one which we in Warwickshire either expected or supported.

In 2020, an overall financial settlement was reached between the two police forces, whereby West Mercia Police agreed a settlement for Warwickshire Police worth £10.77 million to cover the costs of separating the services the two forces had previously shared. This agreement meant that the force received a fair settlement that recognised the considerable costs that we have had to bear in re-establishing services within the county.

Whilst a significant number of these shared services were able to be established by Warwickshire Police prior the dissolution in October 2019, intervention by the Home Secretary extended the termination period by six months to the April 2020, thus allowing sufficient time for the remaining services to be e disaggregated and re-established by Warwickshire Police.

At the beginning of April 2020 all facilities, with the notable exception of four key services, were separated out of these arrangements. However, further agreement had to be reached for the two forces to continue to deliver these services together to ensure a smooth transition until such time as new arrangements in the county could be established. They are: -

1. Forensic Services.
2. Information, Communication and Technology (ICT).
3. Transactional Services.
4. File storage facilities.

The transition of these remaining services has been managed under the force's Evolve transformation programme and the following represents the current position: -

- **Forensic Services.** I am very pleased to announce that an agreement has been reached with West Midlands Police to deliver Forensic Services in collaboration with each other, which started on 1 September 2021. I am confident that the benefits of improved cross-border operational effectiveness, increased resilience, access to innovation and detailed forensics management information will all contribute towards an improved longer term position.
- **Information, Communication and Technology (ICT) .** The programme to provide a stand-alone ICT function for Warwickshire Police (complemented by a managed service arrangement with a private company) is progressing according to schedule, with a go-live date of October 2021.
- **Transactional Services.** These services principally comprise of Human Resources and Finance Systems and following the recruitment of the required police staff will be brought back into Warwickshire Police, with a go-live date of October 2021.
- **File Storage Facilities.** Agreement has been reached with West Mercia Police for Warwickshire Police to continue to utilise their file storage facilities.

6.4 Covid-19 Pandemic

The pandemic posed a significant risk to public health, and the measures brought in to curb the spread of the virus, particularly restrictions on liberty and economic activity, have had a profound and far-reaching effect on the public. It is pleasing to

note that the communities of Warwickshire have largely heeded the advice that has come from public health officials throughout the various phases of the varied restrictions.

Given this overwhelming importance of Covid-19 in all of our lives, I felt it was important to provide a summary how Warwickshire Police have responded to the many implications of the pandemic, and in doing so provide some reassurance as to how the force have risen to the challenges presented during this extraordinary period. It should also be remembered that Covid-19 remains principally a public health emergency - it is not a policing crisis! Nonetheless, it presented many challenges to Warwickshire Police and to the continued delivery of the priorities and ambitions of my Police and Crime Plan.

An important part of my role in addition to 'holding to account' the Chief Constable, is to support Warwickshire Police. Throughout the various phases of the Covid-19 emergency I have therefore kept in regular contact with the Chief Constable and senior officers of Warwickshire Police and continue to receive weekly updates. As a consequence, I have been able to assure the public that the force has been working extremely well with many other agencies to co-ordinate their response. The focus continues to be on keeping all parts of the community safe, especially those who are considered to be most vulnerable.

I also wanted to make sure that the force's approach to tackling the Covid-19 pandemic was both the right one and also widely understood, so I provided an opportunity for the public to pose their own questions to the Chief Constable about the response and policing. To provide reassurance that the force's approach to enforcement of the Covid-19 restrictions was the right one, Warwickshire Police commissioned telephone surveys of a random sample of residents to gain their views on how it was carrying out its work in the pandemic. Gratifyingly some 83% of recipients said they believed officers were doing a 'good job' during the crisis and 70% said they fully supported the force's approach. The way the force communicated with people via social media channels was also praised.

In summary, 2020 proved to be an exceptional and extraordinarily difficult year for policing and whilst policing the pandemic presented many challenges for the service, in many respects, its response was exemplary. This is no less than what the public expected.

Finally, it must always be remembered that many people suffered the loss of family members, friends, neighbours and colleagues, and continue to do so; the police are no exception. At the time of writing, 30 police officers and staff in England and Wales have lost their lives to Covid-19. I offer my most profound condolences to all those who have lost loved ones.

6.5 Harper's Law

The campaign for Harper's Law arises out of the death of PC Andrew Harper in August 2019 where those responsible for his death were convicted of lesser offence of manslaughter, rather than murder. Harper's Law will mean that those guilty of

manslaughter will receive a life sentence, where the victim is a police officer or any other emergency services worker.

Every day police officers put themselves in harm's way in order to protect the public, deal with criminals and keep vulnerable people safe. As with PC Harper, sometimes they make the ultimate sacrifice and lose their lives through the criminal actions of others. It can therefore only be right that the criminal justice system applies its full force against those who are found to be criminally responsible for the death of police and other emergency services workers. Stronger sentences than are available now are not only the very least that the families of these personnel deserve, they are also what I think the public overwhelmingly expects.

I am therefore supportive of this campaign and have added my voice and signature to the cause and will do whatever I can as Commissioner to help achieve this aim. It is important that locally we do all we can to support this change in the law.

6.6 Police Pay

In July 2021, I voiced my support for calls for a pay raise for all police officers, funded centrally by the Treasury. It followed a decision by the Government to follow the recommendations of the Police Remuneration Pay Body, freezing police officer pay for all but those officers with salaries of less than £24,000 in 2021/22.

As I said at the time, "Here in Warwickshire and across the country police officers have tirelessly continued to keep people safe and protect them from harm throughout the pandemic. They have been an ever-present on the streets, despite the additional personal risks that Covid-19 has brought. They have done this magnificently, overcoming the many challenges this national emergency has provoked. In these circumstances, I believe a pay increase would be warranted and would receive support from the public, provided that such an increase was properly funded and not left to local Council Tax payers to pick up the cost. I think it is now time for the Government to recognise the outstanding circumstances which have led to this request and I hope they engage constructively with police and crime commissioners to make this a reality."

6.7 Recruitment

Since becoming Police and Crime Commissioner in May 2016, I have become increasingly aware of the challenging situation policing is in. Demands on the police have continued to increase, with rises in recorded crime and the more complex nature of modern police investigations coming at the same time as the Government's austerity programme that resulted in reduced central funding for policing.

During my time in office, I have been making this position clear to central government, arguing the case that policing needs more central funding if it is to continue to keep the public safe and maintain law and order satisfactorily. Similar representations have been made by Police and Crime Commissioners and Chief Constables up and down the country.

I have also given an undertaking that the additional funding that taxpayers across Warwickshire have contributed over the last three years through the Police would be used to increase the number of police officers in the county and ensure that policing numbers would top the 1,000 mark - one of the key priorities of my Police and Crime Plan. I am therefore pleased to be able to report that this ambition has been achieved and at the start of 2020/21 the Full Time Establishment (FTE) stood at 1,045 police officers. In April 2022 these numbers are projected to further increase to 1,100 police officers, representing the highest levels ever.

Figures recently released by the Home Office reveal that Warwickshire Police were able to recruit more new police officers as a percentage of their overall strength than any other police force in England and Wales during the year and has seen its total head count grow by over 14%, representing nearly double the rate of the next nearest police force in England and Wales.

Warwickshire Police has worked tirelessly to recruit and train these extra officers and these latest figures are a validation of that tremendous effort. We may still be a small county but, as is often the case, Warwickshire is performing well above its weight.

The direct benefit to the communities of Warwickshire from these increases in police officers can be seen in the focus the force are applying to a range of key areas of concern to the public. I am confident that Warwickshire residents are already seeing the positive visible difference in policing across the county and will continue to do so as the numbers further increase during the year ahead.

6.7.1 Detective Recruitment

It has been widely reported, including by Her Majesty's Inspectorate of Constabulary and Fire and Rescue Service (HMICFRS), that there is a national lack of trained detectives. The Police Federation's National Detectives Forum estimates that there are 5,000 vacant investigator posts across all forces in the UK.

It will therefore be of interest that in October 2020 Warwickshire Police took an intake of 18 student officers on the force's first ever Detective Constable Degree Holder Entry Programme (DC DHEP). During their two-year long training they will be studying an intensive detective development programme that will provide them with specialist training in investigations.

The force were one of the country's first to launch this course and the pioneer for the West Midlands region. The whole course has been specially designed by Learning and Development and Investigations teams within Warwickshire Police, in partnership with the three other regional forces of Staffordshire, West Mercia and West Midlands together with education partners at Staffordshire University.

I very much welcome this initiative, as victims of crime rightly expect that every effort is made to detect crime as it occurs, especially in more serious and complex cases. That requires officers with specialist skills and training, so increasing the numbers of detectives across the force has been something that I have been keen to fund and see happen quickly. It's especially pleasing that the force was amongst the first in the country to be able to recruit new detectives in this way and I was delighted to join

the Chief Constable in welcoming them all in person on their first day at the force headquarters at Leek Wootton and later on to attend their Attestation Ceremony.

6.7.2 Special Constabulary

Warwickshire Police are seeking to significantly increase the numbers of the Special Constabulary over the next couple of years. Our volunteers make up an incredibly important and highly valued section of the workforce, and dedicate an overwhelming amount of their time to help their local policing teams.

I'd like to put on record my sincere thanks for their public spirited service that was especially valued in meeting the challenges presented by the Covid-19 pandemic, by providing essential resources to the force to protect Warwickshire's communities from harm.

Special Constabulary

If you are keen to learn more, please visit the careers section on the force website: -

<https://www.warwickshire.police.uk/police-forces/warwickshire-police/areas/warwickshire-police/ca/careers/volunteers/special-constabulary/>

6.6 Police Legitimacy

6.6.1 Stephen Lawrence Day

The 22 May 2020 was designated as Stephen Lawrence Day. The day was coordinated by the Stephen Lawrence Charitable Trust, which works to inspire and support young people from disadvantaged backgrounds and to create a fairer society.

As I said at the time, *“Commemorations like Stephen Lawrence Day are an important part in helping to reinforce that there is no place in society for racism and to empower young people to discover what they are capable of and to have hope in their own futures. There is still work to do before we can say we are a truly tolerant society and we need to continue to guard against racism and hate crime in all its forms”*.

I support the Trust with funding to help create a bursary scheme to enable further research to be undertaken into effective race relations within policing. Under the bursary, selected Black, Asian and Minority Ethnic police officers will undertake a short scholarship each year to research a different aspect of race relations and inclusivity.

6.6.2 Black Lives Matter

The dreadful scenes that lead to the murder of George Floyd by a police in the USA, and as a direct consequence the protest activity in the UK generated in support of the Black Lives Matter (BLM) movement, has brought into sharp relief the reality of my words in relation to Stephen Lawrence. Important questions about equality and racism in both our systems and society have been raised through these events.

As I said in my press release in 5th June 2020 on this matter, which largely preceded the UK BLM demonstrations, *“This was a death that should not have occurred and justice must be served. It causes us to acknowledge that racism and inequality continue to persist, regardless of the progress that has been made in recent times. Imbalances and biases remain that need to be understood and addressed if we are to achieve a fair society for all.”*

In the UK, we police by consent. This means that our officers are drawn from the communities that they serve and must understand the requirements of our diverse populations. I want to ensure that Warwickshire Police is truly representative of all those it serves and there is an opportunity to improve representation as we recruit more police officers and police staff in the coming years. Considerable efforts continue to be made to ensure that Warwickshire Police continues to become more representative and a Positive Action Team has been established to enhance the recruitment, retention and progression of under-represented communities.

I have an important role in holding the police to account and providing independent scrutiny on areas of practice that cause community concern, particularly in terms of ‘stop and search’ and the ‘use of force’. It’s important that the public have confidence in policing and so I have regularly asked questions of the force to seek reassurance that it is being carried out in a way that is both appropriate and proportionate - I will continue to do so!

Whilst there has been positive progress, more still needs to be done to ensure all communities are confident in the policing response. I remain keen to hear people’s experiences across the whole of the criminal justice system in the county. These issues are also societal and so change will not be easy nor instant. However, I do want to ensure that through a collective effort, we create a policed service that is appropriately diverse and truly representative of our plural communities.

On this same theme, Inspector Paul Barnsley of Warwickshire Police won a national award in recognition of his commitment to learning more about mental health, where he completed ten distance learning qualifications with North Warwickshire and South Leicestershire College, covering areas such as mental health, learning differences and disabilities, neurodiversity and dementia.

He then went on to study challenging behaviour, children and young people’s mental health, understanding autism, Specific Learning Differences and has brought what he has learnt back to the force to consider how Warwickshire Police interact with those that use the force’s services and how to improve those interactions based on a better understanding.

I congratulate Inspector Barnsley on his award and applaud his initiative and commitment to this important area of service provision.

7. Protecting People from Harm

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

ROAD SAFETY

7.1 Road Safety Strategy

In July 2020, I welcomed a HMICFRS policing inspection report 'Roads Policing: not optional' that called for greater national co-ordination of roads safety strategy. The report makes a number of recommendations as to how police and other partner agencies can work together more closely to boost the effectiveness of roads policing and the visibility of road safety campaigns.

As I said at the time, "I welcome the additional focus on road safety that Her Majesty's Inspectorate is calling for. Despite hard work by many agencies over a sustained period of time, it remains the case that you are far more likely to be killed or seriously injured as a result of a collision on our roads than you are from any form of crime. This is why reducing these numbers has been a strategic priority from day one of my Police and Crime Plan and I fully endorse the need for continued improvement. A national strategy that makes it clear the responsibilities each agency has to contribute towards improved road safety and which provides greater co-ordination and funding of activity would be very helpful. It would build on the successful partnership working we have established here in Warwickshire."

Enhancing the local co-ordination of the agencies working together to improve road safety is also critical and in recent months I have been keen to re-energise this work in Warwickshire. I now chair the Warwickshire Road Safety Partnership and my office has taken a lead in pushing forward the road safety agenda, with a focus on evidence-led projects that are based on careful analysis of roads policing intelligence and collision data. Over the last two years there has been considerable progress in this regard as following the end of the strategic alliance Warwickshire Police has re-established its own roads policing capability, with increased numbers of officers being deployed.

7.2 Warwickshire Strategic Road Safety Partnership

Partner agencies in Warwickshire are showing their commitment to reducing the numbers of people killed or seriously injured on our roads by joining together to form a new Warwickshire Road Safety Partnership (WRSP). The partnership includes Warwickshire Police, Warwickshire County Council, Borough / District and Parish Councils, Warwickshire Fire and Rescue Service, and Highways England

I chair the WRSP and the partnership works with local, regional and national charities and bodies such as Project Edward and Brake road safety charity as well

as national bodies such as Public Health England, the British Horse Society and the National Police Chiefs Council.

The partnership is currently working to develop a long-term road safety strategy for Warwickshire. This will be published later this year following a public consultation.

New branding and a new WRSP website has been launched today to help the public easily find road safety related information in the county. The content includes the latest casualty data and road safety news and campaigns as well as information to support different road users, education and training for children and adults and information on enforcement such as the 'fatal 4', speed cameras and how to report offences. You can also find out about the county's latest road safety engineering projects designed to reduce collisions

My ambition is for Warwickshire to really lead the way nationally on road safety. All partners share that determination to find new ways of ensuring that our county is as safe as it can be for all road users and pedestrians. Working closely with our partners is key to helping us meet that goal. We all want to make the roads as safe as possible and through collaborative initiatives such as the Warwickshire Road Safety Partnership we can do that.

Funding for new and innovative projects that meet road safety objectives and priorities is available to partners who can apply for a grant from the Strategic Board, and also to the public by applying to my Road Safety Fund.

Warwickshire Road Safety Partnership

For more information about the WRSP please visit: -

<https://warksroadsafety.org/>

Facebook: - @WarwickshireRoadSafety

Twitter: - @WarksRoadSafety

7.3 Road Safety Fund

Far too many people continue to be killed or seriously injured on our roads in Warwickshire and we need to encourage a major shift in attitudes among all of our road users to bring these numbers down. It was for this reason that in 2019/20 I launched my new £500,000 Road Safety Fund to help encourage new and innovative schemes to help ensure that our county is as safe as it can be for all road users and pedestrians.

A total of forty-four applications were received and eleven successful projects funded at a total of £325,000, all being carefully selected to support some of the most vulnerable road users. A mix of prevention, education and enforcement activities were supported, building upon established best practice in Warwickshire and elsewhere.

7.1.1 Brake

In 2019, 34 people died on Warwickshire's roads and 282 were seriously injured. The consequences of these tragedies run deep and the traumatic effects endure for many years and I recognise that more needed to be done to support those bereaved and those who have survived catastrophic injury in order to help them cope and commence their recovery journey.

In 2020/21, I therefore provided funding to the road safety charity Brake to provide an Independent Road Victim Advocate (IRVA) in Warwickshire. The IRVA is a trained professional specialising in supporting road victims and survivors, sensitively working with them to understand their needs and provide emotional and practical support.

This is a pilot programme aimed at providing dedicated care and support for those bereaved or catastrophically injured as a result of road collisions in Warwickshire. The service works in partnership with Warwickshire Police and officers and staff from the Serious Collision Investigation Unit and to date has supported 33 road crash victims and conducted 373 individual interventions aimed at supporting the victims.

The IRVA role has brought an added strength and quality to police Family Liaison Officers, who work with families where death has occurred on the roads to keep families informed of the progress of the police investigation. The IRVA and FLO working together has really improved the quality of support given to victims of most serious road trauma in Warwickshire and demonstrates clearly the progressive commitment I have made to road safety related issues.

7.1.2 RoSPA

I have also been determined to improve the riding skills of motorcycle riders as they disproportionately feature in road casualty statistics. I was therefore pleased to award a grant to the Royal Society for the Prevention of Accidents (RoSPA) Coventry and Warwickshire Riders. Despite very significant interruption due to the pandemic the project was still able to be delivered in modified but safe circumstances.

Overall 59 riders have joined the scheme and 26 are currently still in training. Nearly 700 hours of training has been delivered resulting in gold and silver awards being achieved by 10 riders so far. Others are awaiting test. The value of the training is probably captured by the comments of one of the riders participating in the scheme: -

"As a new rider I wanted to seek all the training opportunities that were available from Biker Down & Bike Safe which then led to RoSPA. I wanted to learn how to keep myself safe on the road and potentially saving my life.

Achieving a Silver within 2 years of starting my riding has been a valuable addition to my experience and passing what I've learnt onto my family has also been invaluable to them. I will continue the skills I have gained every time I go out and with more road experience go for Gold the next time I take my test.

I encourage everyone I know who rides to look into advanced motorcycling as the lessons learnt are truly lifesaving!"

7.1.3 Publications

In October 2020, a total of forty thousand road safety magazines financed through the Road Safety Fund were distributed to schools, colleges, GP surgeries, leisure centres, cycle shops, opticians and motorcycle retailers across Warwickshire. The magazines were part of a Vulnerable Road User Education Campaign, following a bid from First Car, and were aimed at helping Warwickshire's older drivers, new motorcyclists and cyclists to stay safe when using the roads.

These included 20,000 Ultimate Guide to Cycling magazines that were distributed to numerous schools, colleges, leisure centres and cycle shops around the county, with information and advice to help keep them safe on the roads and encourage healthy travel choices.

Also aimed at young people, over 6,000 copies of First Bike magazine were similarly distributed during September 2020. The magazine is aimed at those who either currently ride a 'Powered Two Wheeler' or who are looking towards completing their Compulsory Basic Training.

Whilst many mature drivers have decades of experience making them some of the safest drivers on the road, they may be looking for information and advice that will help them drive safely for longer. As such, 14,000 Drive On magazines for older drivers were distributed to a mix of doctor surgeries and opticians across the county, provide suitable information and advice.

We know that cyclists, motorcyclists and older drivers are over-represented in collision statistics and I believe that better education targeted at each road user group can make a big difference. The campaign aimed to empower vulnerable road users by giving them the knowledge required to maximise their safety on the roads. In addition, I am also encouraging sustainable transport alternatives and supporting road users in making good travel choices.

7.4 Service of Remembrance

On Sunday 15 November 2020, a remembrance service was held to commemorate all those from Warwickshire who have lost their lives in road traffic collisions and took place on the World Day of Remembrance for Road Traffic Victims. The event was organised by the OPCC and brought together the key partners involved in road safety in the county, along with those who have lost loved ones on Warwickshire's roads.

Originally due to be hosted as a physical event at St Mary's Church in Warwick, the impact of Covid-19 resulted in the service having to be pre-recorded and streamed to the public online through the OPCC's Facebook and YouTube channels.

Any single death on our roads is one too many and during the service time was taken to consider the suffering, grief and loss felt by those individuals and families

who have been affected. It was also an opportunity to reflect on those who have survived, but have been left with life changing injuries.

The impact on family and friends in every road death is immense and long-lasting. The effects ripple through whole communities. Having a platform like this to bring people together in remembrance is something I have been keen to establish here in Warwickshire.

7.5 Road Peace

On Friday 21st May 2021, in demonstrating his personal commitment to the cause Christopher Lewis (OPCC lead for Road Safety) ran 12 miles on the Warwickshire leg of a charity event that involved Detective Chief Supt Andy Cox from Lincolnshire Police who was running 200 km over nine-days to raise money for the road safety charity Road Peace.

As Chris said at the time, *“Collectively we need to do more to support individuals and families who lose their lives on our roads or sustain terrible life changing injuries. Too many still suffer because of too many needless crashes. I feel very honoured and proud to run alongside Andy. I hope others from Warwickshire can join us.”*

A total of £46,000 was raised for the charity through this excellent endeavour and I applaud both Andy and Chris for their commitment to this really good cause.

7.6 Community Speed Watch

Speeding remains a key community concern, particularly in rural villages and the Community Speed Watch (CSW) programme encourages motorists to drive at a safe and appropriate speed, reduce speed in areas of concern, helping to re-educate drivers about the dangers of speeding and address concerns from local residents about vehicles speeding through their neighbourhood.

I was therefore please to see that in August 2021 the CSW was relaunched in Warwickshire. The scheme is based on a national initiative which sees groups of local residents monitor speeds of vehicles in their local area with support from the police. Each CSW group uses speed lasers, a bid to the Road Safety Fund for £20,000 was approved to purchase six new speed monitoring devices for use by local CSW's in North Warwickshire. Any vehicles that are found to be exceeding the speed limit are referred to Warwickshire Police and receive a letter with the aim of educating drivers to reduce their speeds. In cases where education is ignored and there is evidence of repeat or excessive offences, enforcement and prosecution follow.

I am very grateful to all the volunteers who use their own time to help make Warwickshire's roads safer for everyone, often enthusiastically supporting national anti- speeding campaigns. I would encourage anyone who is concerned about speeding in their community to consider signing up as a CSW volunteer. As well as helping Warwickshire Police and partners to raise awareness of speeding, the visible presence helps to reduce the speed of vehicles to the speed limit, improving the

quality of life for local communities and most importantly helping to reduce death and injury on our roads. This scheme is something I whole heartedly support.

Community Speed Watch

For more information about CSW please visit: -

<https://www.communityspeedwatch.org>

7.7 Commercial Vehicle Unit

Anyone who is a regular driver on our motorways and trunk roads will sadly have seen many examples of poor and dangerous driving, including those who claim to be 'professional' drivers. There is often a perception that nothing is done about these types of dangerous motorists, so I have been determined to fund initiatives that will really make a difference.

I'm pleased to report that one such initiative, the Commercial Vehicle Unit (CVU) that has been funded through my Road Safety Grant, has had a really significant impact. The CVU has continued to excel at their important contribution to road safety, having received a national award from Highways England for catching offending drivers on local roads. The accolade of 'Top Performing Force' in the country was achieved for the CVU for Operation Tramline, whereby officers used a specially-adapted HGV 'super-cab' that allows officers an elevated position to better observe what drivers are doing, for example using a mobile phone or not wearing their seatbelt. Operation Tramline is often deployed on extensive motorway network in the county and is about keeping people safe on our road.

I am delighted that the work of the CVU has been recognised for its work in identifying those drivers who pose serious danger to themselves and other road users. It would not be possible without the dedication of a small number of passionate officers, the Special Constabulary and support from our partner agencies. This award is further recognition of what can be achieved by a small team that has made a big impact in a short space of time.

7.8 BikeSafe

It's an unfortunate reality that motorcycle riders are disproportionately likely to be killed or seriously injured in a collision on our roads, so I'm anxious that we do all we can to bring these figures down. In August 2020, I was extremely pleased that the BikeSafe initiative would restart in Warwickshire, funded by myself.

Bike Safe is a national initiative run by the police and aims to improve motorcycle riding skills and thereby reduce the risk of collisions. The scheme also hopes to raise awareness of the importance of accredited post-test training.

The BikeSafe course offers bikers the opportunity to spend a day learning from advanced police motorcyclists and experience a professional police-observed ride with them to improve their riding skills, safety and enjoyment. It's a really great

scheme and I would encourage all bikers to sign up for a course and then go on to take further training in the future.

Bike Safe

For more information please visit: -
www.bikesafe.co.uk and search for Warwickshire Police.

7.9 Operation Snap

An initiative 'Operation Snap' has been further rolled out by Warwickshire Police to improve road safety by helping motorists to report traffic offences and incidents of dangerous driving, through providing them with the opportunity to use their own digital footage from dash-cams and other devices and submit it directly to Warwickshire Police for enforcement action.

I very much welcome any initiative that supports the police in being able to tackle dangerous and unlawful driving and I will be looking closely to see how I can support the police to improve the scheme in order take action against motorists who flout the rules of the road and who are a danger to both themselves and others.

Operation Snap

For more information please visit: -
<https://www.warwickshire.police.uk/operationsnap>

VULNERABILITY

7.10 Violence Against Women and Girls

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

In July 2021 the new national VAWG strategy was published with the main themes of: -

- Understanding VAWG
- Prioritising Prevention
- Supporting Victims
- Pursuing Perpetrators
- A Stronger System
- Delivery

The Warwickshire Violence Against Women and Girls Board is the strategic body orchestrating activity in this critical area, at which I am represented by the OPCC.

7.11 Domestic Abuse

On 29 April 2021, the Domestic Abuse Act 2021 received Royal Assent. This significant piece of legislation has major implications in reducing and managing domestic abuse.

7.11.1 Commissioned Services

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

With Warwickshire County Council, I jointly commission the Domestic Violence and Abuse Support Service, provided by the charity Refuge, including the provision of Independent Domestic Violence Advisors (IDVA), Outreach Workers and Helpline.

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

7.11.2 Commissioner Grants

Through my grants scheme, I provide funding to the charity Parenting Project that provides a counselling service through the You First project for victims of domestic abuse. The counselling provides the opportunity for victims to work through the traumas and difficult life events they have experienced.

I also provide funding to the Domestic Abuse Counselling Service (DACS) in support of the project Parents of Children with Special Needs. This is a pioneering initiative specifically aimed to increase safety and reduce risk of domestic abuse between parents or carers affected by the challenges of their child's special needs or disability, where the added pressure of caring for such a family member can lead to the breakdown of family relationships. This situation can increase the risk of domestic abuse, social isolation, lack of family and social support, and discrimination.

7.12 Emergency Funding

In June 2020, charities and other organisations supporting victims of domestic abuse and sexual benefited from more than £218,000 that was awarded in emergency funding. This followed a bidding process organised by the OPCC to allocate Warwickshire's portion of national emergency funding made available by the Ministry of Justice (MoJ).

The grants were made to help meet the additional costs registered charities or social enterprise incurred adapting their services during the Covid-19 pandemic. It was also

designed to meet the additional demand for help from victims, which was anticipated to increase as the lockdown restrictions were eased and people were more readily able to ask for help.

Six bids for funding were judged to have met the MoJ's criteria and were awarded funding as follows: -

- £35,030 - Family Intervention Counselling Service (domestic abuse services funding)
- £58,919 – Refuge (domestic abuse services funding)
- £48,000 - Insight Services (Formerly DACS) (domestic abuse services funding)
- £11,359 - Parenting Project (domestic abuse services funding)
- £28,930 - RoSA (sexual violence services funding pot).
- £35,926 - Safeline (sexual violence services funding pot)

The funding was intended to cover the period from the beginning of lockdown on 24 March through to 31 October 2020.

Ensuring that support services are widely available for victims of domestic abuse and sexual violence from all backgrounds is critical, this was particularly so at a time when we knew lockdown restrictions would have left some victims having to share a household for an enforced period with the perpetrator.

The message has always been that help and support is available and I know that charities and other social enterprises have worked tirelessly to meet the demands that lockdown imposed. These additional grants provided a vital extra support at the time it was needed most.

7.12.1 Independent Sexual Violence Advisors

In July 2020, further funding was provided by the Ministry of Justice following a successful bid by the OPCC. The successful award of more than £240,000 resulted in four additional Independent Sexual Violence Advisors (ISVAs) being employed within the county by RoSA and Safeline, to help meet an expected upsurge in demand from victims as a result of the Covid-19 lockdown period.

ISVAs work with people who have experienced sexual violence to get them access to the services they need. They provide impartial advice on all the options available such as reporting to police, the criminal justice process, accessing sexual assault referral centres (SARCs), seeking support from specialist sexual violence organisations and other services such as housing or benefits.

I was extremely grateful to the Ministry of Justice for funding our submission in full. We gained around eight percent of the funding available nationally, which is a considerable proportion for a county of our size and reflected the high quality of the submission that we made. This increase in ISVA provision means that the excellent support that is given to survivors of sexual abuse across Warwickshire will be enhanced even further.

Independent Sexual Violence Advisors

For more information about the work of ISVAs or for free and confidential help and support, visit: -

rosasupport.org or www.safeline.org.uk

7.13 Behavioural Change Programmes

7.13.1 Futures Unlocked

In July 2021, I provided a £10,000 boost to a charity which helps offenders to resettle in the community when they return to Warwickshire upon release from prison was given. Futures Unlocked, which is based in Rugby but works across the whole of Warwickshire, provides a mentoring support for individuals leaving the prison system, many of whom have few or no existing support networks. By helping them restart their lives more effectively, the ultimate aim is to turn their lives around and steer them away from further offending.

Case referrals come predominately from the National Probation Service, often for individuals who have served sentences for high risk offences such as murder, robbery and serious sexual offences, though clients can also self-refer or be suggested by other partners such as the police. The charity supports more than 100 clients a year on average, who come from a wide variety of backgrounds and circumstances.

By working closely with their trained volunteer mentor from Futures Unlocked, clients can get help with accessing accommodation and benefits, attending Probation appointments, registering with a GP and getting help for substance misuse problems. They can also receive support around family matters and get assistance to help them work towards education and employment.

Having people locked into a cycle of crime is of no benefit to anyone and the mentoring provided by Futures Unlocked gives a real opportunity for those coming out of the prison system to successfully settle back into the community and lead productive and crime-free lives. Ultimately, that means fewer lives being blighted by crime in the future, not to mention the benefits for the taxpayer of not having the same people coming through the criminal justice system time and again.

7.13.2 Sycamore Counselling

Through my grants scheme I provide funding to Sycamore Counselling, who provide an anger awareness programme to support people from Nuneaton, Bedworth, North Warwickshire and Rugby who are struggling with anger issues, which can lead to increased safeguarding risks for children and young people. It also seeks to address anti-social behaviour and reduce re-offending and custodial sentences.

7.13.2 Family Intervention Counselling Service

The Safer Families Project that is provided by Family Intervention Counselling Service is a psycho-educational programme from a therapeutic change perspective. It is aimed at young people aged 14 to 17 who are being abusive, violent or exhibiting self-destructive behaviour; such as violence towards parents, siblings or pets, school refusal, running away and self-harming.

7.14 Child Exploitation

7.14.1 Tackling Child Sexual Abuse Strategy 2021

The Home Office has recently published a new strategy to that sets out the Government's ambition to prevent, tackle and respond to all forms of child sexual abuse. It focuses on three key objectives which overlap and reinforce one another, recognising the complex, interconnected nature of this crime and the whole-system response it requires. It intends drawing these hidden crimes out of the shadows by: -

- Identifying more abuse and safeguarding more children through police recorded crime, children's social care data and independent inspectorate reports;
- Bringing more offenders to justice and increasing effective trials for child sexual abuse, based on data from across the criminal justice system;
- Improving the quality and availability of support for victims and survivors, drawing on insight from delivery and third sector partners; and,
- Preventing these terrible crimes from happening in the first place based on law enforcement threat assessments and survey data from the Office of National Statistics.

7.14.2 Commissioned Services

I have made tackling Child Sexual Exploitation (CSE) a key feature in my Police and Crime Plan and the OPCC has been working to secure further enhanced services for victims by directly commissioning support services on a multi-year basis.

I'm delighted that Barnardo's in a joint bid with RoSA were successful in being awarded the contract and so the good work that has gone on to date will be able to progress and continue apace during the years' ahead.

Warwickshire Police, Barnardo's, RoSA and Warwickshire County Council form the multi-agency team in Warwickshire co-located in accordance with the recognised best practice model at the Leamington Justice Centre. This approach of integrated working has vastly enhanced the flow of information and intelligence between the agencies, enabling early identification and prevention of CSE together with support for the children and their families. I also co-commission with NHS England and my Police and Crime Commissioner colleagues in the region both the Children and Young Persons (CYP) Sexual Assault Recovery Service (SARS) that is provided by Mountain Healthcare, and the Adult SARC (Sexual Assault Referral Centre) that is provided by G4S.

7.15 Substance Abuse

Drugs and alcohol remain a significant contributory factor in many types of crime and anti-social behaviour, so it is important that those who are struggling with substance misuse are given help and support through early intervention to enable them to have a sustained recovery. This assists in helping to reduce re-offending and enables those who may otherwise have embarked on a life of crime to have a more fulfilling and positive life.

7.15.1 Commissioned Services

The national charity Change, Grow Live (CGL) has been commissioned to deliver enhanced drug and alcohol support to those over the age of 18 who are in contact with the criminal justice system in Warwickshire. Co-located with the police Integrated Offender Management teams in Leamington and Nuneaton, CGL work with probation services and the courts to support people into drug treatment. Services provided include assessment, care planning, outreach and assertive engagement to keep people committed to the treatment process.

Meanwhile, Compass have based dedicated workers at the Justice Centres in Nuneaton and Leamington to provide services to young people already in the criminal justice system, as well as educational and outreach workers to raise young people's awareness more generally of the consequences of substance misuse.

7.15.2 Commissioner Grants

In addition to these commissioned services, I have also provided an annual grant to the charity Equip for an initiative that seeks to engage Black and Minority Ethnic (BME) communities, particularly women, on drug and substance misuse and awareness. The project will also seek to educate young people in our Black, Asian and minority ethnic communities regarding County- lines drug supply and its exploitation of the vulnerable.

A further grant has been provided to Compass to deliver the 'Feeling Gassed project, which seeks to address the growing nitrous oxide use amongst young people in Rugby. The project will engage with three schools and deliver a range of engagements including assemblies, awareness campaigns, and group work on the personal risks of nitrous oxide use, the impact on the community, and where help can be accessed.

7.16 Mental Health

In September 2019 the Mental Health Triage scheme came into operation in the north of the county. The scheme was initiated through a partnership between the OPCC, Warwickshire Police, Coventry and Warwickshire Partnership Trust and the three Clinical Commissioning Groups that cover the county. It provides a multi-agency first-line of response to incidents where there are concerns for mental wellbeing of an individual, or where there is a mental health crisis in existence in community settings. The aim is to provide better safeguarding and in turn reduce the demand on the police service and NHS.

This scheme in the north of the county has shown some impressive results in reducing repeat service calls to a number of individuals resistant to normal support methods, as well as improving relationships with partner agencies in this field. As a consequence of these achievements, in August 2020 the scheme was also expanded to the south of the county, operating out from St Michael's Hospital, Warwick alongside the Crisis Team who are based there.

Following the success of this initiative, now operating across the county, it was confirmed in January 2021 that the NHS element of funding for the scheme in Warwickshire had been confirmed through to 31st March 2022. 7.16.1 Appropriate Adult Provision

Adults in police detention may be vulnerable for a variety of reasons. They may have disabilities, learning difficulties, addictions, be neuro-diverse, have mental health concerns, or have had experiences in the distant or recent past causing emotional and mental trauma.

The role of the Appropriate Adult is to be present at key times in their period of custody (for example during their police interviews) to ensure that they are being fairly treated, that they understand what is happening, that the police understand how to appropriately engage with them, and that they feel supported.

Appropriate Adults for young people are provided for by local authorities, but adult provision is not clearly covered by statute. Whilst there is an already-existing paid for service to provide Appropriate Adults for adults, an initiative has been created by the OPCC to supplement this service with volunteers who can be called upon to attend custody and support vulnerable adults, with the aim to recruit up to ten suitable candidates for a six-month pilot that will commence in October 2021.

7.17 Hate Crime

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

I have confidence that Warwickshire Police is fully committed to ensuring all victims have the confidence to come forward and report any such incidents or crimes. Levels of hate crime reporting are continuously monitored and the Integrated Victim Management Unit (IVMU), working closely in collaboration with Victim Support, aims to provide an enhanced level of service to those victims. The OPCC continues to carefully scrutinise these performance metrics and hold the force to account

7.17.1 Warwickshire Pride

In August 2020, I voiced with a video message my support for Warwickshire Pride as it took its annual celebration online for the first time in its history due to the impact of the Covid-19 restrictions. The event is a great opportunity to promote equality, diversity and inclusion across the county, so I was pleased that the restrictions did not stop this important event from going ahead. In my video address, I expressed my

support for the work that Warwickshire Pride does for LGBTQ+ communities in Warwickshire and my own commitment to working towards a fair and tolerant society for all.

I believe there is no place for hate within Warwickshire and I will do everything I can to give that support that is needed, and to encourage anyone who is the victim of a hate crime or hate incident to report it to the police. The OPCC is part of the Warwickshire Hate Crime Partnership, which operates the Report Hate Now website. The site provides customised support for victims and witnesses of hate crime which can help ensure that they get the help they need more effectively, as well as an online form for reporting hate crime to the police.

Hate Crime

Anyone who has experienced hate crime or wants more information should visit: -
www.reportthatenow.com

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

8. Preventing and Reducing Crime

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

8.1 Commissioned Services

My Police and Crime Plan clearly outlines the need to address the underlying causes of offending behaviours rather than relying on enforcement alone. One of the key contributors to offending is substance misuse and as such I have committed to providing funding to address this problem in Warwickshire through commissioning services through the following two aforementioned organisations: -

- **Change Grow Live (CGL)** - Adult Substance Misuse Services for Criminal Justice (CJ) Service Users. To address drug and alcohol misuse in relation to adult offenders, focusing on intervention and sustained recovery to reduce the risk of re-offending.
- **Compass** - Children and Young People Substance Misuse Services for CJ Service Users. To support, engage and intervene early to prevent higher risk young people causing or suffering from crime and anti-social behaviour in Warwickshire.

I am extremely proud of this considerable achievement as through commissioning services directly I will be able to maximise available funding and ensure good quality accessible services for Warwickshire residents.

8.2 Commissioner Grants

While the commissioned and the YJS services directly target substance misuse, I also fund through my Commissioner's Grant Scheme other projects that seek as part of their work to address similar issues. These include: -

- **Bradby Club**. The club was originally founded in the aftermath of World War One, which had left a generation of children without parental support and the charity continues to make a huge difference to the lives of young people in the borough. Today, the Bradby Club offers a range of services and activities to support young people in their journey into adulthood. The organisation offer a Substance Misuse Service, providing advice to young people and aims to increase their awareness of the danger of some substances. The Bradby Club also work closely with Compass and provide referrals into their specialist services where appropriate.
- **Young People First**. Delivered by the Brunswick Youth Project in Leamington Spa to provide diversionary activities, informal education and pastoral care to young people.

- **Aspire in Arts.** Providing activities and one-on-one mentoring to young people with challenging circumstances in Nuneaton and Bedworth. As part of this mentoring scheme some of these young people are identified as having substance misuse issues and may be referred on to Compass for specialist support.
- **Street Pastors.** Operating in both Rugby and Stratford upon Avon, the Street Pastors provide patrols to engage and support people in the night-time economy. In the course of this work, they encounter individuals who are affected by substance misuse, administering first aid, providing physical support and referring them to a specialist substance misuse provider.
- **Community Safety Partnerships.** I also provide funding to each of the four Community Safety Partnerships (CSPs) in Warwickshire, who set their own strategic plans based on the priorities in their area and deliver projects accordingly. These priorities may include addressing substance misuse.

8.3 SOCJAG

Serious and organised crime continues to blight our communities and the OPCC is playing a guiding role in the fightback through its co-ordination of the county's Serious and Organised Crime Joint Action Group (SOCJAG). This group was established with partners to bring together the police and a range of agencies from across the public sector to reduce the impact that serious and organised crime has on the community, business and the wider economy, while ensuring that the full range of powers are brought to bear on those responsible.

One key aspect of the work of the SOCJAG has been to tackle the so-called 'county-lines' criminals, who operate predominately out of the big cities and seek to supply rural counties like ours with drugs. County-lines is responsible for a significant proportion of the drug dealing in Warwickshire and requires co-ordinated action to tackle it effectively.

The organised crime gangs involved in this criminality often exploit children and vulnerable adults to move drugs and money when they move into a rural or suburban area for a short time, taking over the home of a vulnerable person to set up a base. Many of those taken advantage of by these gangs have been forced to carry out criminal activity by threats, grooming and extortion and can be described as modern day slaves.

The SOCJAG shares information and intelligence on any serious and organised crime activity in the area across a range of offences and takes steps to work together to address the significant threat and risk of harm that this criminality brings.

8.4 Rural Crime

The county of Warwickshire has a diverse mix of communities, covering both rural and urban areas. The challenge for the police has always been to deliver a consistent policing service across all these areas in the face of the high demands that are brought about by the more densely populated towns in the county.

It was for this reason that in 2019 I was delighted to announce the launch of the first Warwickshire Rural Crime Team dedicated to reducing rural crime across the county. A challenge was in defining 'rural crime', where the definition commonly used by the police service is, *'Any crime or antisocial behaviour that takes place in a rural location.'* Given such a broad definition, the team has prioritised its activity on the types of crime that cause significant harm to rural communities and the farming community.

The Rural Crime Team therefore specialise in key types of rural crime, by responding to such offences, working with rural communities to address local issues, providing crime prevention advice, running regular proactive operations and patrolling in their dedicated geographical areas. A specific strategy has now been published to provide clarity around the force's approach, focus and commitment to tackling rural offences.

Since its inception the RCT has gone from strength-to-strength, disrupting criminal activity, making arrests and recovering stolen property. Work with partner agencies, colleagues in bordering forces and other departments within Warwickshire Police has led to the recovery of over 40 items of plant, vehicles, agricultural equipment and tools, worth well over £300,000.

Having made boosting the RCT one of the priorities for the additional funding raised through local Police Precept, in August 2020 I was delighted to announce that the RCT had doubled in size, with the addition of four officers into the team. This took the total number of dedicated rural crime experts within the force to ten, with a further fifteen trained Wildlife Crime Officers around the county. The new officers are based in Stratford on Avon, Atherstone and Rugby.

As I said at the time, *"Crime in our rural areas is a major concern for people across Warwickshire and I have been keen to ensure that there is additional resource and expertise within Warwickshire Police to help boost the focus that is placed on both preventing and detecting offences outside of our urban populations. The introduction of the Rural Crime Team was as a result of the priority I made in previous years to invest in frontline policing and the success of this approach is now proven. It's therefore great to see the Rural Crime Team continue to expand, helping to reinforce the message that we are determined to reduce crime in all corners of the county."*

8.4.1 Supported Village Status

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

Rural Crime

For further information about initiatives tackling rural crime visit: -

www.facebook.com/WarwickshireRuralCrimeTeam/

www.warwickshireruralwatch.co.uk

www.warwickshire-horsewatch.co.uk

Facebook - @WarwickshireRuralCrimeTeam

Twitter - @RuralCrimeCops

8.5 Unauthorised Encampments

The Gypsy, Roma and Traveller (GRT) communities are part of our social fabric and this work is important to develop, promote and achieve peaceful coexistence. The issue of unauthorised encampments has been significant in Warwickshire but is not unique as most local authority areas are experiencing the same challenges, as dealing with such encampments is testing and resource intensive. Lack of tolerance and lack of knowledge of key issues in relation to the community makes for a very demanding and at times hostile environment. Inadequate land availability to put in place short to medium term temporary stopping measures further exacerbates this difficult and emotive problem.

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

In October 2020, I participated in a meeting chaired by Mark Pawsey MP that consisted of various stakeholders from the police and a number of local elected representatives. The focus of the meeting was to discuss the concerns of the settled communities of Bulkington and Barnacle regarding the expansion of the Traveller communities at those locations, and in particular alleged criminal and anti-social behaviour by that community.

The predominant issue in resolving these matters in the long term is one of 'housing' and the provision of suitable land for Traveller occupation, which largely rest with the local authorities to address and is a chronic national issue.

The shorter term issue is dealing robustly and efficiently with criminality where settled communities report incidents, but see little effective police action. As a consequence, Warwickshire Police reviewing its patrol strategies and local engagement through the Safer Neighbourhood Teams, supported by the force's GRT Tactical Advisor, and underpinned by the multi-agency protocol.

These are complex issues to address and the police do not hold the complete answer. Long term solutions lie within effective partnership working and good use of civil and criminal law, to which I am fully committed to contributing.

8.6 Cyber-Crime

The Crime Survey for England and Wales (CSEW) provides a better indication of the volume of computer misuse offences experienced by the adult population as it captures incidents that go unreported to the police. At the national level, improvements by Action Fraud (the public-facing national fraud and cybercrime reporting centre) to both their online reporting tool and internal and case review processes have resulted in some computer misuse offences now being more accurately classified as fraud offences.

8.6.1 Cyber-crime Advisors

Increasing awareness of cyber-crime is important given the number of offences that go unreported. To achieve this aim I fund through 'in-principal' grants the county's two Cyber Crime Advisors (CCA), who are co-located within Warwickshire County Council. They work with Warwickshire's communities and businesses to provide the latest advice and guidance on keeping cyber safe.

The CCAs also maintain the Cyber Safe Warwickshire website, which is a really useful resource on the latest threats, alongside information on the best ways to stay safe online and how you can report cyber-crime.

Cyber Safe Warwickshire

For further information visit: - www.cybersafewarwickshire.com

For the latest advice follow Joe and Abbey on Twitter: - @CyberSafeWarks

8.6.2 Trading Standards

I also fund through 'in-principal' grants two Trading Standards officers who are likewise co-located within Warwickshire County Council and are also engaged in a range of on-line activities including: -

- Investigating and prosecuting businesses operating online illegally
- Delivery of cybercrime education to Warwickshire's schools through the 'Talking Shop' platform
- Delivery of Trading Standards 'Scam Alerts' to Warwickshire consumers and businesses
- Website compliance inspections
- Disrupt the supply of dangerous goods into Warwickshire through market surveillance and intelligence gathering at the postal hub

The work of the Trading Standards officers is invaluable, as they fill a gap in the area of enforcement of cyber-crime offences that fall outside the jurisdiction of the police as the lead agency for crime.

8.7 Business Crime

I also fund through 'in-principal' grants a Business Crime Advisor, also co-located with Warwickshire County Council, whose role is to work with businesses of all sizes to empower them to protect themselves from crime by delivering training, support, and preventative advice on a range of topics - including fraud and cyber-crime prevention.

In June 2020, shops and other businesses were reminded of the help that's available to help them combat crime as they reopened across Warwickshire following the easing of the lockdown restrictions, when many of our town centres were beginning to see increased footfall and companies re-opening or scaling their operations back up to more normal levels. It was an opportune time to ensure they benefit from membership of Warwickshire Business Watch. The scheme is run in partnership between Warwickshire Police, Warwickshire County Council's Community Safety Team and the Police and myself. It aims to provide information and advice to businesses and retailers on how they can protect themselves from becoming victim to crime.

Throughout the lockdown period, the Business Watch website has been kept updated by Business Crime Advisor, a Police Crime Prevention Design Advisor and two Police Volunteers. The website features the latest alerts about crime affecting businesses as well as detailed crime prevention advice for download on a wide range of topics. Businesses can also find links to other groups who provide support including Trading Standards, the Safe in Warwickshire team and Action Fraud, and also the details of the team behind Business Watch and their contact details.

I am keen to encourage businesses to become members of Business Watch as possible. By working together in partnership with the police and community safety teams, businesses and retailers can help to make themselves more secure and help ensure that criminals don't profit from an already tough situation.

Warwickshire Business Watch

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

Twitter: - <https://twitter.com/WarksBusiness>

8.8 Neighbourhood Watch

I have always been a great admirer and supporter of Neighbourhood Watch and the role it has within our communities, particularly in relation to crime prevention and public reassurance, cannot be underestimated. As one of our key partners in reducing crime, Neighbourhood Watch schemes across Warwickshire work tirelessly for the benefit of the local community to ensure that people are safe from crime and enjoy a good quality of life in their local area and I want to build on the excellent work that has been seen in Warwickshire over many years to see them continue to grow and prosper across the county

In June 2020, I therefore used National Neighbourhood Watch Week to praise local volunteers for the work they do to help combat crime, while confirming more than £5,000 of funding for local groups. At a time when communities have come closer together than ever before, I wanted to encourage more residents to think about joining Watch schemes, or helping to form them if they don't currently exist where they live.

It was really impressive the way in which people right across Warwickshire came together during the worst times of the Covid-19 emergency to help each other out. That surge in neighbourliness is something to be celebrated and I hope that it will continue to develop and can be harnessed to further help communities to stay safe and help to combat crime in the future.

Neighbourhood Watch

For further information visit: - <http://warwickshirenwa.ourwatch.org.uk/>

Email: - WarksNW@gmail.com

Facebook: <https://www.facebook.com/WarksNHW>

Twitter: <https://twitter.com/WarwickshireNW>

9. Partnerships and Collaboration

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

9.1 Association of Police and Crime Commissioners

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

9.2 Safer Warwickshire Partnership Board

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

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

9.2.1 Community Safety Partnerships

At a local level, I provide significant funding to the four Community Safety Partnerships in Warwickshire, which are multi-agency partnerships based in North Warwickshire, Nuneaton and Bedworth, Rugby and South Warwickshire.

In 2021/22 I introduced a single pot of funding for CSPs in order to ensure integrated working, collaboration and the coordinated delivery of services. The new model of funding allows local community safety plans to be developed by CSPs based upon a sound evidence base, linked firmly to the Police and Crime Plan and local Strategic Assessments and for the priorities highlighted in the plan to be funded accordingly via a pooled integrated budget wherever possible. This approach will ensure that

CSPs services and projects are being developed in the most appropriate way and are closely aligned to the priorities.

CSPs are therefore required to submit funding bids and all applications are subject to the OPCC's application process and evaluation' process.

9.3 Local Criminal Justice Board

As the Warwickshire Police and Crime Commissioner I have the responsibility to secure an effective and efficient criminal justice system for Warwickshire. One of my key mechanisms for achieving this is chairing the meetings of the Local Criminal Justice Board (LCJB), as it brings together all of the constituent agencies that operate in Warwickshire and are involved in the administration of justice. The purpose and focus of the board is to improve the collective co-ordination of these agencies to ensure the effective and efficient delivery of criminal justice services in the county and to improve the experience of victims and witnesses – a key priority of my Police and Crime Plan!

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10. National and Regional Policing

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

10.1 Regional Governance Group

The Regional Governance Group (RGG) consists of the four Police and Crime Commissioners of the region together with their respective Chief Constables and meets quarterly. The RGG provides governance and oversight of the regional policing collaborations and enables collective strategic decisions to be made. The meetings have developed to also allow for increased oversight of national programmes that may have local and regional implications. Throughout the pandemic, the RGG met virtually which allowed for continuity of strategic decision-making across the collaborative portfolio.

10.2 Regional Collaboration

The regional work programme has continued to grow over the last year. This work is facilitated by two Regional Policy Officers, jointly funded by the four Police and Crime Commissioners. They provide policy support and scrutiny of the Regional Organised Crime Unit (ROCU), National Police Air Service (NPAS), West Midlands Counter Terrorism Unit (WMCTU), regional criminal justice activity, strategic operational policing capabilities such as firearms, public order and roads policing, as well as oversight of key national programmes that impact on our policing region. In 2020/21, new regional work was initiated on drugs, looking at the scale of the problem, drug markets and county lines.

10.3 Strategic Policing Requirement

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

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

It is the duty of the Chief Constable, to ensure that the force has the necessary capacity and capability to respond to these threats at a local level and to also contribute and support the national requirement. Each 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.

10.4 Regional Organised Crime Unit

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

The West Midlands ROCU is a collaboration between the four forces providing economies of scale, increased capacity and access to specialist capabilities, thereby enabling Warwickshire Police to better protect its communities from the threat of serious and organised crime. The ROCU continues to grow and develop: in 2020/21, a County Lines Taskforce was introduced and a new Illicit Cash Team. The ROCU will also benefit from an additional 27 posts in 2021/22 funded by the national uplift.

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

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

10.5 Counter Terrorism

Although Warwickshire is a relatively safe place to live, we can still be affected by trends and events that occur nationally and internationally. The national threat level from terrorism is currently SUBSTANTIAL meaning that an attack is likely. Counter terrorism policing therefore remains a strategic priority for Warwickshire and we must play our part in tackling the threats locally and safeguarding those vulnerable to being radicalised.

I continue to maintain oversight of the force's plans and structures that support local, regional and national action to counter these threats to our communities. In doing so, I scrutinise the force's performance at local briefings, whilst wider performance management of the West Midlands Counter Terrorism Unit (WMCTU) is achieved through the RGG.

In October 2020, the four Police and Crime Commissioners held a deep-dive session with the WMCTU focusing in particular on the management of terrorist offenders in light of the attacks at Fishmonger's Hall and Streatham last year. We sought

assurance that local processes were in place to ensure offenders were effectively managed on release from prison. This will continue to be a focus in 2021/22.

10.6 National Police Air Service

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

10.7 Prisons

In 2018, I co-commissioned with my regional Police and Crime Commissioner colleagues a comprehensive report into the issues of criminality in prisons, an issue that has the potential to affect all our communities regardless of where the prisons are located. A report, entitled 'Crime in Prisons' was produced and work was set in train to implement the recommendations. During 2021/22, we will be looking to evaluate what has been achieved and what further work can be done in this area.

10.8 Regional Criminal Justice

The Regional Policy Officer has been coordinating a collaborative response to the issues facing the criminal justice system as a result of the pandemic; predominantly associated with backlog of court cases, video enabled justice and the impact on victims and witnesses. The bi-annual Regional Criminal Justice Collaboration Forum now takes place bi-monthly and brings together criminal justice partners from across the system to identify ongoing and emerging issues within the region. The forum has reviewed and identified the priorities for 2021/22, I will continue to work with partners to address ongoing concerns and help the recovery and rebuild of the criminal justice system.

10.9 Regional Drugs

In 2020/21, the Regional Policy Officers delivered a new piece of work looking at the scale and impact of heroin and crack cocaine across the region. The project looked at the changing nature of the drug markets and the impact of county lines. Partners and lived experience individuals were engaged for their views on what more we can do to tackle the issues, and a series of recommendations were produced to strengthen the regional level partnership and strategy. This work will continue in 2021/22.

11. Finance

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

During 2020/21 I have supported and worked with the Chief Constable to establish a 'standalone' post alliance Warwickshire force that is affordable, efficient and sustainable into the future. It has been a particularly challenging year, not least because of the effects of the pandemic operationally and financially, but also as new and transformed services, are increasingly being delivered and fully financed within the Warwickshire footprint.

In order to achieve the aim to transition services to Warwickshire, the 2020/21 budget, approved in February 2020, provided approximately £4.000m of funding from reserves to support the work anticipated. However, given that this was prior to a cost settlement and future service collaboration agreements being agreed with West Mercia in the post alliance world, it was recognised that the terms of any such agreement, may require or result in an adjustment to those plans during the course of the year, in terms of the scale, pace and reserve financing of such works.

11.1 Financial Performance 2020/21

Over 95% of the annual budget is delegated to the Chief Constable to deliver operational policing. The table below provides a high level summary of the 2020/21 Police and Crime Commissioner controlled budget and expenditure, and the outturn position for the 'group', which includes the Chief Constable and Police and Crime Commissioner is shown later.

	Budget 2020/21	Outturn 2020/21	Variance
	£m	£m	£m
Office pay & running costs	1.049	0.964	0.085
Commissioned services and grants (net)	1.609	1.637	(0.028)
TOTAL	2.658	2.601	0.057

Over the last year, the financing of projects across Warwickshire that help victims of crime, improve community safety and reduce reoffending has never been more crucial. One of the key functions of my office is to deliver these objectives through the management of the commissioned services and grants budgets, including road safety grants.

In 2020/21 £2.7m was spent on commissioned services and grants by my office. This was supported by £1.1m of victim service and other related grants from the Ministry of Justice (MOJ) which is used to commission services for victims of crime,

in addition to providing part funding of specialist victims services in the high harm areas such as domestic abuse, rape and sexual assault. These services provide crucial support to some of the most vulnerable people in our communities through outreach services and referral centres. The level of need amongst clients, both adult and child, isolated due to the pandemic increased significantly, a trend which has been seen nationally, and this has impacted on the capacity of services to cope with demand during the year.

During the year and in response to the pandemic I made available to up to £0.200m of funding from local funds to provide support to partners during the pandemic. This additional funding meant that my office could work with partners to cope with the increased demand on their services, particularly those to support children and young people affected by domestic abuse, to provide additional counselling for sexual assault victims and to meet the wider aims and priorities of my police and crime plan.

Over the course of the financial year my office has supported many applications related to reducing crime, including diversionary activities, ranging from small grants to community groups to support projects and vulnerable groups to larger projects and funding offered to the community safety partnerships and for providing funding for business, cyber and prevent officer posts for the county. Further information on grants and commissioned services is provided elsewhere in this report.

In looking ahead, the MOJ victim services and related grants receivable in 2021/22 will be increased to £1.397m. Some of this funding has resulted following successful bids by my office to the Ministry of Justice to support specific projects and work in Warwickshire. This increased funding will ensure that services can be sustained and improved in the future and will supplement the local funding that is available in 2022/23. £0.729m of the funding from the Ministry of Justice is allocated specifically for domestic abuse, sexual violence and critical support services. The OPCC has worked through its service needs in these areas with partners, to allocate this funding to projects. Some of this funding will continue into 2022/23, with a further £0.365m agreed by the Ministry of Justice, which will help to sustain the service provision into the future.

The OPCC has also worked closely with its commissioned and grant service partners to secure a further £0.200m of additional funding from the Home Office in 2021/22 for an enhanced domestic abuse perpetrator programme. These are excellent results and the additional funding will help to provide much needed additional support for those victims.

11.2 Financial Performance including the Chief Constable

The following table provides a high-level comparison between the approved budget for 2020/21 and actual expenditure at the aggregated group level (i.e. Police and Crime Commissioner and Chief Constable). The outturn shows that an additional £4.201m of reserve funding was required above the budgeted level, to finance the outturn position, due to increased transition and transformation costs, in addition to

some overspending on ongoing revenue costs. This utilised some of the gross £10.770m of costs received from West Mercia, following their termination of the strategic alliance. This is a significant additional draw down from reserves, reflecting the challenge of transitioning and setting up services in Warwickshire, but as it became apparent and was forecast early in the year, this enabled resourcing to be planned and actions to be taken to deal with the issue. It also provided the catalyst for a good and balanced budget and medium term financial plan (MTFP) to be set for 2021/22 onwards, which addressed areas of ongoing overspending by including £4.8m of savings in 2021/22, with over £4m delivered from the 1st April 2021.

	Budget 2020/21 £m	Outturn 2020/21 £m	Variance £m
Pay costs – officers, staff and PCSO's	89.632	92.241	(2.609)
Other employee expenses	0.520	1.586	(1.066)
Premises costs	2.961	2.921	0.040
Transport	2.606	2.379	0.227
Supplies & services	12.613	14.530	(1.917)
Third party payments	8.637	9.049	(0.412)
Capital financing	2.507	1.658	0.849
Gross Expenditure	119.476	124.364	(4.888)
Income, S106 & grants	(10.289)	(10.919)	0.630
OPCC	2.658	2.601	0.057
Net force Budget	111.845	116.046	4.201
Total funding available	107.734	107.734	0.00
Funding from reserves	4.111	8.312	4.201

11.2.1 Reserves

As a result of the 2020/21 outturn, Warwickshire's reserve balances, which stand at £12.688m at the end of the year, represent 11.8% of our core funding, and are over £7m more than the minimum 5% level outlined by Government. However, reserve levels are a local decision, and they are essential to manage risk. In Warwickshire, our reserves will also be supporting the achievement of establishing a resilient and transformed police force over the medium term, which is effective and responsive to local needs, meets the challenges of Covid-19 pandemic and continues to keep our communities safe. We continue to monitor our reserve balances and they are formally reviewed annually to ensure that they remain adequate.

11.2.2 Capital

The capital programme is an important part of the transformation programme to ensure the force remains efficient and effective. During 2020/21, £10.200m of capital

expenditure has been incurred. This includes £1.047m on estates, £0.810m on vehicles and £8.343m on our ICT systems and other equipment to streamline and update systems to ensure that they are capable of meeting the needs of 21st century policing. This will improve ICT resilience, from the current aged West Mercia infrastructure. Capital investment will continue over the medium term, with £19.548m planned and financed in our current MTFP, as we stop using former alliance systems and move towards new and more robust Warwickshire ICT infrastructure and applications.

11.3 Value for Money

The Government pledged to recruit 20,000 police officers nationally over a three year period which will offer improved value for money, operational resilience and service improvements in Warwickshire. In 2020/21 the force successfully recruited 41 additional officers financed through this programme, and funding for a further 41 officers is also available in 2021/22 as part of the second tranche, which will increase officer numbers in Warwickshire to some of the highest levels in recent years. Precept funding in each year has helped to fund the essential equipment and support services that these increases in officers bring to increase their productivity, and this investment will help to drive down crime and deliver operational improvements across the county.

In challenging and uncertain economic times nationally, it is important that Warwickshire police continue to deliver an efficient as well as effective service for the public that offers value for money. I have been assured during 2020/21 that the transition and transformation programme currently in progress within the force, offers the most cost effective and timely exit from the former alliance and new arrangements have been established which offer improved, locally focussed services, often at reduced cost.

The new collaboration agreement signed in March 2021 for delivering forensics services with West Midlands Police from September 2021 also offers value for money for local taxpayers, by providing state of the art services at reduced cost compared to current levels, and avoids the significant capital investment that would have been required for the service, had it of continued through the former alliance arrangements.

The MTFP (2021/22 to 2025/26) includes further cash savings of £1.159m over the next five years – on top of the £4.8million of savings in 2021/22, to deliver our good and balanced budget which will secure long term sustainability for the force. The Chief Constable is currently working on plans to deliver these by driving out productivity gains and more efficient working. The current review of our estates will consider the operational estate need over the medium term and the force will also access new vehicle replacement contracts, agreed nationally through Blue Light Commercial, when they are finalised, benefitting from economies of scale and national buying power.

In order to achieve maximum value for money in 2021/22, a number of savings have been identified or planned, these include: -

- Restructure savings identified by the transformation programme (phase 2) which will deliver operational benefit - £4.051m
- Savings from Force wide estates programmes - £0.100m
- Savings identified from OPCC budgets - £0.135m
- Business savings from changed working practises - £0.126m
- Further savings yet to be identified in year as part of phase 3 of the Evolve Transformation programme - £0.410m

In pursuance of achieving value for money, my office have recently recommenced the process of recommissioning key services and work will continue throughout 2021/22 and 2022/23 to ensure that the services that are provided are fit for purpose and meet local needs. I will also shortly be launching my commissioners general and road safety grants delivered through a robust, formal application, evaluation and award process to ensure that value for money is driven out of all expenditure.

I have set a good and balanced budget in 2021/22, which removes routine reliance on reserve funding for day to day costs, and includes a transfer to reserves to manage the recognised ongoing risk for ICT transition. The challenge for Warwickshire Police will be to operate within the boundaries of the approved budget for ongoing revenue costs, recognising that transfers from reserves can only be undertaken to meet one off costs where there is a recognised earmarked reserve being held. I will continue to hold the Chief Constable to account for this as Warwickshire police navigate the final stages of service transition.

12. Governance

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

12.1 Annual Governance Statement

The Annual Governance Statement 2020/21 reflects the governance framework established and delivered by the Warwickshire Police and the Police and Crime Commissioner and the OPCC. It also provides a review of compliance with that framework during the financial year. It is published alongside the accounts of the Police and Crime Commissioner.

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

12.2 Warwickshire Police and Crime Panel

It is vitally important that as the Police and Crime Commissioner my activities and performance are statutorily scrutinised and challenged in order to provide a 'check and balance' to the decisions that I make and the authority that my position holds. This function is primarily performed by the Warwickshire Police and Crime Panel and its role, relationships and constraints are legislated in the Policing Protocol 2011. An important distinction is that the Panel is not responsible for holding to account either the Chief Constable or Warwickshire Police, nor is it a replacement for the Police Authority. It acts as a 'critical friend', providing both support and challenge, to the Police and Crime Commissioner.

In Warwickshire, the Panel membership comprises of five Warwickshire County Councillors and one Councillor from each of the five Districts and Boroughs, together with two co-opted independent members. Arrangements for the Panel are orchestrated by Warwickshire County Council's Democratic Services.

On the 4th April 2020, as a direct consequence of the impact of the Covid-19 pandemic, the Regulations allowing Police and Crime Panels to meet 'virtually' came into effect. Over the 2020/21 period the Panel met five times to discharge its important statutory functions of: -

- Reviewing my Police and Crime Plan to ensure local priorities have been

considered.

- Consider my annual report that sets out my key activities in the previous year.
- Scrutinising my decisions and actions.
- Considering the draft policing budget and policing precept.
- Handling any complaints made against me.
- Holding hearings when I propose to appoint a new Chief Constable, and other senior staff.

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

I would like to take this opportunity to formally express my great appreciation and thanks for to the members of the Panel, both past and current, for their public serving work, scrutiny and support during the past year.

Police and Crime Panel

For further information on the Police and Crime Panel: -
www.warwickshire.gov.uk/policeandcrimepanel

12.3 Joint Audit and Standards Committee

A Joint Audit and Standards Committee (JASC) has been established to jointly serve both Warwickshire Police Force and my position as the Police and Crime Commissioner. The JASC meets quarterly and consider matters related to internal and external audit, corporate governance, financial management, standards and ethics, HMICFRS action plans, and risk registers.

I would also like to take this opportunity to formally express my great appreciation and thanks to the members of the JASC for the scrutiny and support provided to both the Chief Constable myself during the past year.

12.4 Holding to Account

In terms of my responsibility to 'hold to account the Chief Constable' for the performance of the force, I hold a number of formal meetings with the Chief Constable of differing frequency, format and attendance in order to discharge my responsibilities in this regard, namely: -

- **Weekly Meeting.** These weekly meetings are held to discuss any topical issues and areas of significance or concern. These meetings are minuted in both open and closed session and are subject to the Freedom of Information Act (FOI).
- **Performance Accountably Meeting.** Once a month, a Performance Accountability Meeting (PAM) is held between the Chief Constable and myself. The purpose of the PAM is to focus on specific areas of force performance and the meeting is also attended by senior officers and staff from

both the force and the OPCC. These meetings are minuted and papers are published on the OPCC website. At each PAM a topical subject of concern or interest is selected for a 'spotlight' presentation, to provide a better understanding of the issues and thereby allow more informed discussions and a greater scrutiny of performance.

- **Force Governance Board.** Once a month, a formal Force Governance Board (FGB) is held between the Chief Constable and myself and attended by senior officers and staff from both the force and the OPCC. The purpose is to focus on the specific areas of force governance, with standing agenda items of recruitment and establishment, finance, estates and transition. These meetings are minuted and are subject to the Freedom of Information Act (FOI).

12.5 Independent Custody Visitors

Independent Custody Visits are a statutory requirement in order to help uphold and honour detainees' human rights and general well-being when in police care. As the Commissioner I have the responsibility for administering the Independent Custody Visiting (ICV) scheme in Warwickshire. Ensuring that people who are detained in police custody are treated fairly and that their welfare is given a high priority is hugely important for public confidence in the police.

The scheme consists of volunteers who are members of the public from local communities and it allows them to inspect the way the police force detains and treats people whilst held in custody at the two custody facilities at Leamington Spa and Nuneaton.

From March 2020 our ICVs were unfortunately unable to conduct in-person visits to the custody centres, due to the impact of the Covid-10 pandemic security measures. To allow some of our ICVs to continue their duties during this period, Warwickshire was the first force to set up 'virtual' visiting using WhatsApp. This was a challenging process given that successful facilitation by custody staff was not always achievable, due to early the additional demands placed on their role during this period.

Seeing the ICV's full return to in-person custody visits as soon as practicable has therefore been a priority and the OPCC have actively been engaged in realising this aim, this position was finally achieved in May 2021.

I was extremely pleased that the valuable work of the ICVs managed to carry on despite the restrictions imposed by the Covid-19 emergency. In fact, it was never more important to ensure the welfare of everyone in the custody environment, from the detainees themselves through to the police officers and detention staff that work there, as well as anyone else who had cause to visit.

I very much value the work of the members of the ICV scheme, the fact that independent observers can provide scrutiny of police detention at any time is very powerful in ensuring that the correct treatment is provided and as a consequence the detainee's rights and entitlements are upheld. This public oversight helps to prevent

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

Independent Custody Visitors

For more details about the ICV scheme in Warwickshire: -

www.warwickshire-pcc.gov.uk/working-together/independent-custody-visitor-scheme/

12.6 Transparency

‘The public need independent, consistent and clear information on the performance and activities of their Police and Crime Commissioner. Transparency is essential to promote confidence in the elected Commissioner.’ Home Office.

It was therefore gratifying to learn that in 2020, for the sixth-year in succession, the Warwickshire OPCC has been awarded the ‘CoPaCC Quality Mark’ in recognition that we have met our statutory requirements of openness and transparency. CoPaCC (Comparing Police and Crime Commissioners) are a body that advises and supports police and criminal justice organisations to monitor policing governance in England and Wales.

The award recognises the efforts made by the OPCC to provide the public with key information in an accessible format on their website, including information about projects and activities, how finances are managed, what the key priorities are for the Police and Crime Commissioner and the progress made against them, as well as information around policies and procedures.

13. Warwickshire Police Performance

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

13.1 Recorded Crime

13.1.1 National

While overall crime has been falling for some time, I know that this is not a reality recognised or enjoyed by all. I also know that even where crime does fall, the public rightly expect us to be focused, smart and unrelenting in continuing to drive it down further.

In the last year, COVID has made the challenge more complex than ever. As restrictions we put in place necessary restrictions to save lives, there was a significant fall in some crimes. With people's movements limited, opportunist criminals, like robbers and burglars, were denied their usual targets. In England and Wales, there was a 10% fall in total police recorded crime in 2020-21 compared to the previous year, driven by a 32% drop in theft offences.

The fall in crime allowed the police to be more proactive. Throughout the pandemic, law enforcement has collaborated with local partners to adapt its response to the changing threat to identify and safeguard vulnerable individuals, as well as using increased capacity for preventative action.

The police were also able to focus their resources even more on drugs. Offences, such as drug possession and drug trafficking, both increased, meaning more drug offenders were targeted by the police. As a result of these efforts, there was a 14% increase in the number of offences that were reported and recorded in 2020-21.

13.1.2 Warwickshire

There were a total of 36,585 crimes recorded by Warwickshire Police in 2020/21. This represents a decrease in Total Recorded Crime (TRC) of -13.1% when compared to the previous year.

As with most statistics, interpretation is critical to understanding what the figures are revealing. It would appear that the increases experienced in Violence Without Injury and its impact on TRC given the large number of such offences, accounting for 29% of all crime, has obscured the significant reductions achieved elsewhere in 'serious' and 'neighbourhood' crime categories that are relatively small in number but cause significant harm to the victims and society: -

Crime Type	2021 Volumes	% Change from 2019/20
Total Recorded Crime	36,585	-13.1
Homicide	7	0
Violence with Injury	3925	-16
Violence without Injury	10,666	+9
Rape	414	-25
Business Robbery	28	-49
Personal Robbery	280	-24
Burglary Residential	894	-46
Vehicle Crime	3,209	-33
Drug Offences	1,388	+50
Possession of Weapons	451	-7

Whilst these figures are encouraging, collectively we must not be complacent and there will continue to be a concerted effort in the year ahead as we continue to emerge from the impact of the Covid-19 pandemic, to reduce crime with a particular emphasis on the offences that cause the greatest harm and distress to our communities. I am determined to see crime levels fall and to deliver on my promise of 'A safer, more secure Warwickshire'.

13.2 Performance Scrutiny

In discharging my duty to 'hold to account' the Chief Constable for the performance of Warwickshire Police, I formally meet weekly with the Chief Constable. Once a month a Performance Accountability Meeting (PAM) is dedicated to the scrutiny of performance and a set of questions that are prepared by the OPCC is put to the Chief Constable. In addition, at each PAM a topic is selected for a 'deep-dive' to provide an opportunity to explore a given subject in greater depth to enable better scrutiny.

Members of the OPCC are embedded in a number of Warwickshire Police's key performance governance meetings, enabling a fully informed view to be gathered on the issues and challenges that the force face and the measures that are being undertaken to address their adverse effects.

13.3 HMICFRS

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

In September 2019, HMICFRS published its latest HMICFRS inspection of Warwickshire Police that was conducted as part of the annual PEEL (Police Effectiveness, Efficiency and Legitimacy) programme of assessment. One aspect that the inspection team was keen to stress was how open, professional, friendly and

engaging the workforce were throughout the period of the inspection. The assessment of the force were as follows: -

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

The report also made clear the very difficult circumstances the force had been placed into due to the termination of the strategic alliance by West Mercia Police. It should be noted that the report was based on their findings at the time the visit took place in March 2019, so the concerns expressed reflect their assessment of the force's position at that time. In the intervening months there has been significant progress made with the successful termination of the alliance, a satisfactory financial settlement from West Mercia Police and robust plans for the future sustainability of the force. I am therefore delighted to report that HMICFRS now considers these matters to have been remedied.

Elsewhere, the report also identified a 'cause for concern' with the way the force investigates crime, with some capacity and capability issues. Of the associated seven recommendations that were made, five of the recommendations have now been satisfied.

I am confident that the force have understood the areas of performance that needed to be improved and put in plans to achieve this aim. The OPCC will continue to monitor closely the progress that is made, as it will be vital to ensuring an improved service to the public.

HMICFRS Reports

For further information visit: -

<https://www.justiceinspectorates.gov.uk/hmicfrs/>

13.4 Police Legitimacy

In May 2020, the murder of George Floyd in the USA during his arrest by a police officer ignited a profound response across many nations and the impact of this event on policing and society continues to be far-reaching, including here in Warwickshire. I have an important role in holding the police to account and providing independent scrutiny on areas of practice that cause community concern, including the use of force and stop and search. It's important that the public have confidence in policing and so I have regularly asked questions around the use of these powers to seek reassurance that they are being carried out in a way that is both appropriate and proportionate. I will continue to fulfil this responsibility, advocating the concerns that are raised with me as the representative of Warwickshire's residents and communities.

Whilst there has been positive progress made, more still needs to be done to ensure that all communities are confident in the policing response. Building relationships within communities is fundamentally important to achieving this aim and I want to

ensure that through a collective effort we create ‘A safer, more secure Warwickshire’ for all.

13.5 Use of Force

Each and every day Warwickshire Police respond to hundreds of incidents across the county in fulfilling its role of upholding the law and keeping the peace. The vast majority of these matters are resolved without requiring any form of conflict. However, on very rare occasions there is a necessity for police officers to employ the use of force (UoF) to safely diffuse a situation in order to protect people from harm. The UoF tactics include an officer taking hold of someone's arm, using handcuffs, deploying a police dog and using a baton, irritant spray, Taser or firearm.

The force's Vision and Values articulate the commitment to protecting people from harm; this is underpinned by the Code of Ethics which reinforce the principle that officers are accountable for their actions. In all interactions, the officers have a duty to act professionally and only use force that is reasonable, justifiable and proportionate for the circumstances. It is important to recognise that each use of force incident involves a unique set of circumstances, with the officer's decision making based on a suspect's actions. Throughout any incident the officer will continuously reassess the circumstances and adjust their response as appropriate to the evolving situation.

Where UoF is utilised, then a written record will be made that is subject to appropriate management scrutiny to ensure that the action taken was correct and to ascertain what lessons can be learned for the future to safeguard both the public and the officers.

Whilst I am committed to the appropriate scrutiny of the police use of force and the need to maintain public confidence and consent in policing, it would be remiss if I didn't also reflect on the dangers that our police officers and staff frequently face in order to protect us from harm. As a society we must never reach a point where it is acceptable for officers to be violently abused, attacked, injured, or worse. Their courage in the face of such adversity should never be taken for granted nor forgotten.

Use of Force

For further information visit: -

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

13.6 Stop and Search

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

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

13.7 Police Complaints

Warwickshire Police's Professional Standards Department (PSD) is responsible for the management of all public complaints against police officers, police staff and special constables. The PSD is separate from the officers and staff that are subject to a complaint and serious allegations are referred to the Independent Office for Police Conduct (IOPC) who may decide to supervise, manage or independently investigate a complaint. Learning is also an integral part of every complaint and any lessons learned from an investigation are used to continuously improve the service provided to Warwickshire communities.

The OPCC meet with senior members of staff from PSD on a quarterly basis to monitor and review the performance data and raise any issues of concern. In addition, an Ethics, Culture & Conduct meeting is chaired by the Head of PSD has recently been established at which the OPCC is represented.

13.7.1 Complaint Reviews

On the 1st February 2020 the Police (Complaints and Misconduct) Regulations 2020 came into effect. The reforms are aimed to make the police complaints system more responsive, independent and customer focused. The new Regulations are intended to be less aligned around blame, and more around service improvement. The legislation permits Police and Crime Commissioners to select from one of three models available to implement locally: -

- **Basic.** This model provides Police and Crime Commissioners with improved powers of oversight to 'hold to account' the Chief Constable Officer for the handling of complaints. It also requires the Commissioners to deal with complaint 'Reviews' in cases that do not meet the threshold to be dealt with by the IOPC.
- **Triage.** This model requires the Police and Crime Commissioner to operate the Basic Statutory model and additionally take on the on the initial handling, assessment and resolution of complaints. More serious complaints are still required to be dealt with by the force.
- **Customer Contact.** This model requires the Police and Crime Commissioner to be operating both the Basic statutory and Triage models and in addition the Police and Crime Commissioner can take on continued contact with the complainant throughout the complaints process to improve the customer focus.

Police and Crime Commissioners have a mandatory duty to take on the statutory Basic model, as a consequence becoming the review body for all complaint appeals

previously heard by the Warwickshire Police. More serious reviews are still conducted by the IOPC. In Warwickshire I opted to introduce this method.

After due consideration, I decided to adopt the Basic Statutory model in line with the majority of Police and Crime Commissioners whilst awaiting the other models to mature and good practice be identified for future consideration.

A complaint review will consider whether the complaint process was reasonable and proportionate, with recommendations made to the police force concerned if the review is 'upheld'. Recommendations might include, organisational learning, review of policy or procedure or to reinvestigate the complaint if this was not deemed to have been done properly. Any recommendations made to Warwickshire Police will be monitored by the OPCC, but under the legislation the force is not obligated to act upon the recommendations.

Initially there were relatively few review requests, although as the model is becoming further established the numbers are increasing. A staff member is currently seconded from the West Midlands OPCC on a part-time basis to carry out these reviews.

DRAFT



Report Title	Serious and Organised Crime
Report Prepared by	David Patterson. OPCC Lead – Scrutiny and Performance
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Serious and Organised Crime

1. Introduction

The Police and Crime Panel (P&CP) as part of its work programme has recognised that Serious and Organised Crime (SOC) requires a partnership approach and has requested the Police and Crime Commissioner to provide a report to the Panel detailing how Warwickshire Police works with the National Crime Agency and regional partners to address this issue, which causes significant harm to the communities of Warwickshire.

Serious and Organised Crime is defined in the 2018 Serious and Organised Crime Strategy as individuals planning, coordinating and committing serious offences, whether individually, in groups and / or as part of transnational networks. The main categories of serious and organised crime are: Drugs; Firearms; Organised Acquisitive Crime (OAC); Child Sexual Abuse (CSA); Modern Slavery and Human Trafficking (MSHT); Organised Immigration Crime (OIC); Cyber Crime; Fraud; Money Laundering; and Bribery, Corruption and Sanctions Evasion.

Given this wide-ranging definition of SOC, at a meeting on the 6 August 2021 with the Chair of the Police and Crime Panel Planning and Performance Working Group and representatives from Democratic Services and the Office of the Police and Crime commissioner (OPCC), it was agreed that the focus of the paper for the P&CP would be on the topical, far-reaching and important subject of County-lines drug supply.

The report provides an overview of both the strategic and tactical arrangements that have been implemented to tackle County-lines at the national, regional and local level. The detail of the operational aspect has been excluded from the report due to the sensitivity of the information, the disclosure of which may frustrate law enforcement activity.

2. County-lines

2.1 Definition

The Serious Violence Strategy sets out the UK Government definition of County-lines, as well as the definition of child criminal exploitation - increasingly used to describe the type of exploitation where children are involved.

The National Police Chiefs Council (NPCC) definition of a County Line is a term used to describe gangs and organised criminal networks involved in exporting illegal drugs into one or more importing areas, using dedicated mobile phone lines or other form of 'deal line. The County Line is the therefore the mobile phone line used to take the orders for drugs.

Traditionally the 'line' is kept away from the area where the drugs are sold and a relay system is used to contact those acting as dealers in the county location. Gang

members travel between the urban and county locations on a regular basis to deliver drugs and collect cash.

A common feature in County-line drug supply is the exploitation of children and vulnerable people - often with mental health or addiction problems - to act as drug runners or move cash, so they can stay under the radar of law enforcement. In some cases the drug dealers will take over a local property, normally belonging to a vulnerable person, and use it to operate their criminal activity. This is known as cuckooing.

People exploited in this way will quite often be exposed to physical, mental and sexual abuse, and in some instances will be trafficked to areas a long way from home as part of the network's drug dealing business. County areas are reporting increased levels of violence and weapons-related crimes as a result of this trend.

3. Local Context

Warwickshire is a county that attracts a significant role as an 'importer' of County-lines, predominately from our neighbouring city force areas as well as major cities such as London and Manchester, and there is particular public interest and concern given the recent publicity, both the nationally and locally, around the harm caused by this criminal activity.

This aspect is captured in the circumstances that culminated in the death of Nasir Patrice, aged 17 years from Birmingham, who died on the 15 January 2020 in Tachbrook Road, Leamington Spa. Nasir suffered four stab wounds and was pronounced dead near to the scene of the crime. The killer, from London and aged just 16 years at the time of the offence, has subsequently been found guilty of manslaughter and sentenced to ten years detention.

The catalyst for this horrific event was the distribution and selling of crack-cocaine by rival County-lines gangs from Birmingham and London. Three other members of the London-based County-lines 'syndicate' pleaded guilty before the trial to doing acts intended to pervert the course of justice.

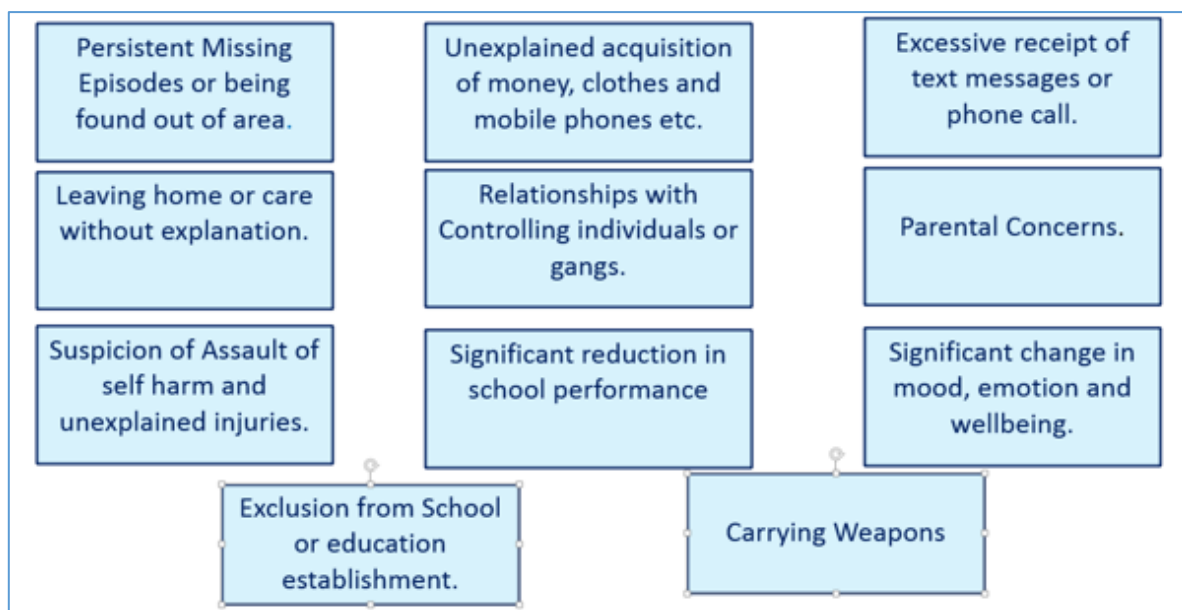
4. Exploitation

Child Criminal Exploitation occurs where an individual or group takes advantage of an imbalance of power to coerce, control, manipulate or deceive a child or young person under the age of 18 into any criminal activity: -

- In exchange for something the victim needs or wants; and / or
- For the financial or other advantage of the perpetrator or facilitator; and / or
- Through violence or the threat of violence

The victim may have been criminally exploited even if the activity appears consensual. It does not always involve physical contact, it can also occur through the use of technology.

Some clear signs that may indicate that children or vulnerable persons are being used for County-lines activity are as illustrated below: -



Gang members may also enter into relationships with young, often vulnerable, women in order to secure a location for drugs to be stored in the new area. In addition, violence is often used against drug users to coerce them to become runners, enforce debts, and use their accommodation as an operating base.

National Crime Agency (NCA) intelligence assessments identify that a County-lines enterprise almost always involves exploitation of vulnerable persons, this can include both children and adults who require safeguarding. There may, however, be instances where a young person or a person with underlying vulnerability characteristics is engaged in serious criminal offending without having been exploited. As ever, the evidence and particular facts of the case must be judged holistically on their own merits.

4.1 Statutory Defence

Of particular relevance to County-lines is Section 45 Modern Slavery Act 2015, which provides a statutory defence for victims of slavery and relevant exploitation who: -

- In the case of a person over 18, was compelled to commit the offence and the compulsion was attributable to the slavery or relevant exploitation; or
- In the case of a person under 18, committed the offence as a direct consequence of being, or having been, a victim of slavery or relevant exploitation.

This means that where a child or vulnerable person does an act as a direct result of having been so chosen to provide certain services such as drug trafficking, they may have a defence to the charges regardless of whether they were compelled, forced, threatened or deceived to do the act that constitutes the offence. It is also necessary to consider the public interest of proceeding against an individual even where the defence is not strictly available. The National Referral Mechanism (NRM) has consequently been established to appropriately manage these considerations.

4.2 National Referral Mechanism

The National Referral Mechanism (NRM) is a framework for identifying and referring potential victims of modern slavery and ensuring they receive the appropriate support. Modern slavery is a complex crime and may involve multiple forms of exploitation. It encompasses:

- Human trafficking
- Slavery, servitude, and forced or compulsory labour

Victims may not be aware that they are being trafficked or exploited, and may have consented to elements of their exploitation, or accepted their situation.

If a 'first responder organisation' in England and Wales considers that modern slavery has taken place, the case should be referred to the NRM so that the Single Competent Authority (SCA) can fully consider the circumstances.

Individuals who are recognised as a potential victim of modern slavery through the NRM have access to specialist tailored support for a period of at least 45 days while their case is considered, which may include: -

- Access to relevant legal advice
- Accommodation
- Protection
- Independent emotional and practical help

NRM referrals are growing and with new case law in place, agencies are starting to get help and support to those people are most at risk of exploitation.

5. National

5.1 Strategic Policing Requirement

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

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

It is the duty of the Chief Constable, to ensure that the force has the necessary capacity and capability to respond to these threats at a local level and to also contribute and support the national requirement. Police and Crime Commissioners and Chief Constables are both required to have regard to the SPR in exercising their respective roles.

5.2 National Crime and Policing Priorities

In May 2021, in addition to the Strategic Policing Requirements, The Elected Local Policing Bodies (Specified Information) (Amendment) Order 2021 was implemented by the Home Secretary, which contained a number of national priorities for policing

The intention of these measures is to complement existing local priorities set out in Police and Crime Commissioners (PCCs) local Police and Crime Plans. Each force has a key role in supporting the measures, so that collectively real improvements can be achieved over the four years from the baseline of June 2019. It is recognised that not all of the measures will apply equally to every force, so PCCs must consider how best to apply them in their force area.

The National Crime and Policing Measures will help focus effort on key national priorities, allow performance to be measured and help to demonstrate value for money in policing. As can be seen, County-lines is included in these measures: -

Outcome	National measure/data source	
Reduce murder and other homicide	Homicides (police recorded)	} Policing accountability via the Crime and Policing Performance Board
Reduce serious violence	Hospital admissions of u25s for assault with a sharp object (NHS data)	
	Offences involving discharge of a firearm (police recorded)	
Disrupt drugs supply and county lines	Homicide in England and Wales (ONS) data on drug related homicides. Substance misuse treatment for adults (PHE) data on new presentations to treatment by referral type.	
Reduce neighbourhood crime	Burglary, robbery, theft of and from a vehicle, theft from a person (CSEW)	
Improve satisfaction among victims, with a particular focus on victims of DA	Satisfaction with the police among victims of domestic abuse (CSEW)	
	Victim satisfaction with the police (CSEW)	
Tackle cyber crime	Confidence in the law enforcement response to cyber crime (Cyber Aware Tracker)	
	Number of businesses experiencing a cyber breach or attack	
Parallel cross-system measures, not part of policing outcomes framework		
CJS outcomes for rape cases	Given the challenges of measuring impact against these high-harm, under-reported crimes from a policing-only perspective, without creating perverse incentives, we believe the most effective approach would be a suite of cross-CJS measures.	} Cross-system accountability via other forums
Tackle CSEA		

Home Office 3

5.3 Specified Information Order

The Specified Information Order came into force on 31 May 2021 and includes the requirement for elected local policing bodies to publish on their websites: -

- A statement on how their force is performing in relation to key National Priorities for Policing
- Copies of HMICFRS PEEL inspection reports, and a summary assessment of the force’s performance; and

- Copies of IOPC data on force complaints, and a statement on how the PCC is exercising its complaints-handling functions under the Police Reform Act 2002.

The Order requires PCCs to provide a statement on the contribution of their force to achieving improvements against those priorities. Following publication of the National Measures the quarterly report will include: -

- Reflections on force performance and how the force has contributed towards the delivery of the national measures, including contextual information that might help explain that contribution.
- A summary of planned action for the next quarter to drive the force's performance against applicable measures.
- An explanation of which of the measures are assessed to be applicable and which are not applicable in the local context, including the reasons for that assessment.

The Order requires that this statement is published at the same time as the Policing and Crime Plan, and that it is reviewed quarterly, and any variation published, within one month following publication of an annual report on the force by HMICFRS. Quarterly updates should be made following the publication of quarterly crime statistics.

5.4 Beating Crime Plan

In July 2021, Government UK published its Beating Crime Plan, which set out its ambition to deliver change to achieve less crime, fewer victims and a safer country. The plan states that the Government will address both the supply and demand of illegal drugs – coming down harder on drug dealers, dismantling county-lines gangs, making clear that 'recreational use' is not harmless and supporting drug and alcohol addicts to access the treatment services they need to turn their lives around.

The plan noted that 80% of County-lines starts in just three police force areas, namely the Metropolitan Police Service, West Midlands Police, and Merseyside Police. The Government's County-lines programme has therefore targeted investment in these three areas.

Since 2019/20, a comprehensive programme of activity has been conducted to tackle the threat posed by these gangs. The funding provided has enabled the expanded the National County-lines Coordination Centre to be expanded to improve intelligence and co-ordinate the national law enforcement response.

As a result of this investment, more than 1,100 lines have been closed, over 6,300 arrests made, over £2.9 million in cash confiscated and large amounts of drugs seized. Through this work, the police have also safeguarded more than 1,900 vulnerable people exploited by the drug dealers.

5.5 National Crime Agency

The mission of the National Crime Agency (NCA) is to lead the UK's fight to cut serious and organised crime, protecting the public by targeting and pursuing those criminals who pose the greatest risk to the UK.

On the 21 May 2021 the NCA published its National Strategic Assessment of Serious and Organised Crime 2021, which noted that since 2020 the demand for illicit drugs remains high in the UK and the drugs marketplace continues to evolve and grow, despite the impact of Covid-19. The assessment also noted that the three main threats in the area of communities are: -

- Drugs
- Firearms
- Organised Acquisitive Crime

These threats can overlap. There remains a strong connection between drugs supply and the use of firearms, with firearms regularly found at drugs incidents. Similarly, organised acquisitive crime is often linked to other criminality, whether or not perpetrated by the same group.

Street level networks including County-lines have demonstrated their continued ability to adapt to the environment in which they operate. There has been an increase in awareness and understanding of the threat alongside enhanced law enforcement attention. To enhance the law enforcement response still further, a multi-agency County-lines Coordination Centre has been established, bringing together officers from the NCA, police and regional organised crime units to develop the national intelligence picture, prioritise action against the most serious offenders, and engage with partners across government, including in the health, welfare and education spheres, to tackle the wider issues.

In addition to helping the NCA and policing partners to work together more effectively and deliver a more comprehensive response to the county-lines threat, the centre will assist the development of a whole-system, multi-agency approach which is vital to ensuring that vulnerable people are identified and safeguarded, understanding factors behind demand for drugs, and recovering proceeds of crime

6. Regional

6.1 Regional Organised Crime Unit

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

The West Midlands ROCU is a collaboration between the four forces providing economies of scale, increased capacity and access to specialist capabilities, thereby enabling Warwickshire Police to better protect its communities from the threat of serious and organised crime. Warwickshire police officers are embedded in the ROCU providing a conduit for cohesion at the national, regional and local level.

The ROCU continues to grow and develop and in 2020/21, a County-lines Taskforce was introduced together with a new Illicit Cash Team (ICT). The ROCU will also benefit from an additional 27 posts in 2021/22 funded by the national uplift.

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

The four Police and Crime Commissioners of the West Midland Region employ two Regional Policy Officers, who have been working closely with the ROCU to enhance the performance metrics available, with a combination of both qualitative and quantitative measures to enable the PCCs to influence service development.

In 2020/21, the Regional Policy Officers delivered a new piece of work looking at the scale and impact of heroin and crack cocaine across the region. The project looked at the changing nature of the drug markets and the impact of County-lines. Partners and lived experience individuals were engaged with to capture their views on what more can be done to tackle the issues. A series of recommendations were produced to strengthen the regional level partnership and strategy. This work will continue in 2021/22.

6.2 Regional Governance Group

The Regional Governance Group (RGG) consists of the four PCCs of the region together with their respective Chief Constables and meets quarterly. The RGG provides governance and oversight of the regional policing collaborations and enables collective strategic decisions to be made.

The RGG provides me and my regional counterparts with the opportunity to hold the ROCU to account in respect of both performance and finance to ensure and demonstrate value for money. The meetings have developed to also allow for increased oversight of national programmes that may have local and regional implications

7. Local

7.1 Serious and Organised Crime Joint Action Group

The multi-agency Serious and Organised Crime Joint Action Group (SOCJAG) was established with partners to bring together the police and a range of agencies from across the public sector to reduce the impact that SOC has on our communities and the wider economy, while ensuring that the full range of powers are brought to bear on those responsible.

The current chair of SOCJAG is Jonathon Toy, Warwickshire County Council's Group Manager for Community Safety, and the group shares information and intelligence on any serious and organised crime activity in the area across a range of offences and takes steps to work together to address the significant threat and risk of harm that this criminality brings. One key aspect of the work of the SOCJAG has been to tackle County-lines.

7.2 Warwickshire Police

7.2.1 Prevent

Warwickshire Police employs the 4 x P's principles in addressing Serious and Organised Crime, with the intention to make Warwickshire a hostile environment for County-lines activity making it a low-reward high-risk enterprise for those concerned:

- **Pursue** - Prosecuting and disrupting those involved in SOC
- **Prevent** - Stopping individuals from becoming involved in SOC
- **Protect** - Increased levels of protection against SOC
- **Prepare** - Reducing the impact of SOC where it occurs

7.2.2 Force Intelligence Bureau

The Force Intelligence Bureau (FIB) produce a County-lines Threat Assessment, which shows the active County-lines across the county and any links to Organised Crime Groups. This assessment is forwarded to the Regional County-lines Co-ordinator and onwards to the National County-lines Co-ordination Centre (NCLCC) and the NCA.

7.2.3 Safer Neighbourhood Teams

In August 2020, following events within the Warwick District area, the local Safer Neighbourhood Team (SNT) reinvigorated Operation Switch to target individuals concerned in the supply of drugs and County-lines drug dealing.

Working with partner agencies and other teams within the force, Operation Switch concentrated on two strands, namely i) Targeting those supplying drugs and ii) Looking out for those who have been exploited by such activity.

During the first month of the operation, the team increased the amount of intelligence surrounding this type of activity, assisted by information provided by the community and partner stakeholders. This enabled them to focus on particular targets, concentrate on the vulnerability of those exposed to risk, and investigate areas where residents had raised concerns.

The result of the operation were that eight individuals were arrested for offences ranging from intent to supply, possession of drugs and possession of a Taser. A total of 41 individuals were stopped and searched, which resulted in some of them being arrested. The vulnerability of the individuals that were encountered during this part of the operation were the focus of a collaborative partnership approach to address their particular needs.

Of particular note is that the SNT found engagement from residents and communities was of paramount importance in the success the operation.

7.2.4 Serious and Organised Crime Unit

Warwickshire Police's Serious and Organised Crime Unit (SOCU) has, until recently, been the lead department for local law enforcement activity in respect of County-lines. Notable results have recently been achieved during nation 'intensification' weeks.

In May 2021, a week of intensification against County-lines activity was conducted, which included executing search warrants at a number of addresses, numerous vehicle stops, visits to people at risk of exploitation and training and awareness sessions at schools, colleges, hotels and transport companies.

A total of 35 people were arrested during the operation, with 10 persons charged and two returned to prison. An estimated total of 281 wraps of crack cocaine, 211 wraps of heroin, 6 wraps of cocaine, and a significant amount of cannabis was seized during the week. Over £14,000 of cash was also seized, as well as weapons including a machete, a gas-powered BB gun, CS canisters and a flick knife. Eleven vulnerable people were also identified and will be supported.

During the intensification week, a programme of learning and development for the workforce in respect of County-lines was also conducted.

7.2.5 Project Reduce

Following the success of the Operation Reduce in Rugby earlier this year, Project Reduce has evolved and a multi-faceted 'County-lines Harm Reduction Strategy 2021' produced.

The project includes the creation of a sizable County-lines Disruption Team (CLDT), which will engage with and support the ROCU County-lines Disruption Team, along with wider engagement with outlying force areas, to share information and seek out joint working practices. This will provide Warwickshire Police with a dedicated resource and partnership strategy to identify and disrupt County-lines within Warwickshire's towns and villages.

Launched on 9 August 2021, Project Reduce is a key development in the Warwickshire Police's capacity and capability to tackle County-lines offending through enforcement, technical developments and closer working with key stakeholders and partners, particularly in the areas of vulnerability and safeguarding, in order to deliver a joint 'whole system' approach to addressing the harm that County-lines causes in our communities. A key component to this approach will be to educate people about the dangers of County-lines and substance misuse, as well as the wider issues it can affect.

Project Reduce also aims to ensure both children and vulnerable individuals who are exploited as part of the County-lines criminality are safeguarded, while engaging with the local community and encouraging them to report any suspicious activity.

7.5.6 Vulnerability

To address some of the vulnerability issues associated with County Line activity, Warwickshire Police have implemented a Child Abuse, Trafficking and Exploitation (CATE) team in both the north and south of the county.

In addition, a Missing Persons Team (MPT) has been established, working alongside the CATE and co-located with Warwickshire Children's Services and Barnardo's. The MPT work closely with partner agencies to safeguard vulnerable people who are exposed to risk of harm from going missing. The team lead, co-ordinate and support the response to frequent missing people with a significant focus on children and young persons, who are susceptible to becoming ensnared in County-lines activity.

8. Police and Crime Commissioner

8.1 Commissioned Services

As mentioned in my Annual Report 2020/21, I fund a number of commissioned services in support of the objectives of my Police and Crime Plan 2016-2021. There is a clear need to address the underlying causes of offending behaviours rather than relying on enforcement alone. One of the key contributors to offending is substance misuse and as such I have committed to provide funding to address this problem in Warwickshire through commissioning the services of two organisations: -

- **Change Grow Live** - Adult Substance Misuse Services for Criminal Justice (CJ) Service Users.

To address drug and alcohol misuse in relation to adult offenders, focusing on intervention and sustained recovery to reduce the risk of re-offending.

- **Compass** - Children and Young People (CYP) Substance Misuse Services for CJ Service Users.

To support, engage and intervene early to prevent higher risk young people causing or suffering from crime and anti-social behaviour in Warwickshire.

8.2 Commissioner's Grants

In addition to the commissioned and co-commissioned services, I also provide funding through my annual Commissioner Grant Scheme to numerous organisation that operate in the arena of youth diversionary activity, substance misuse, and vulnerability – all of which can have a positive effect in preventing County-lines and tackling its consequences. The following provides an overview of these projects and the work of the organisations involved: -

- **Warwickshire County Council - SOCJAG Action Plan.**

The Warwickshire Community Safety Team are the lead on a joint bid on behalf of all district and borough community safety partnerships, to develop interventions pathways to support young people aged 14 to 25 years who are at risk of gang and County-line exploitation.

- **Warwickshire Crimestoppers - Fearless Against Knife Crime.**

An anti-knife crime programme for young people in schools and pupil-referral units in Warwickshire, to discourage young people from carrying knives and report what they know regarding knife crime. Fearless is the young people's project of Crimestoppers and aims to educate and empower 11 to 16 year olds by increasing their awareness around crime.

- **Equip - Drugs and County-lines Awareness**

This project seeks to engage Black and Minority Ethnic (BAME) communities in County-lines, drug and substance misuse and awareness, with an emphasis on women and young people where anecdotally there is poor awareness.

- **Barnardos - Warwickshire Reaching Out**

The project seeks to address a gap in the existing commissioned service for general child exploitation, and provide both sessional staff hours and positive diversionary activities to a) help children and young persons who have been criminally exploited to recover and b) help them to focus on more positive activities.

- **Safeline - Early Intervention and Prevention Support Coordinator**

To fund an Early Intervention Co-ordinator to provide specialist one-to-one support and deliver group training and activities to some of the most vulnerable young people in our communities.

- **Bradby Club, Rugby**

The Bradby Club offers a range of services and activities to support young people in their journey into adulthood. The organisation offer a Substance Misuse Service, providing advice to young people and aims to increase their awareness of the danger of substances. The Bradby Club also work closely with Compass and provide referrals into their specialist services where appropriate.

- **Brunswick Youth Project - Young People First.**

A project delivered in Leamington Spa to provide diversionary activities, informal education and pastoral care to young people.

- **Aspire in Arts - Nuneaton and Bedworth**

The project provides artistic activities and one-on-one mentoring to young people with challenging circumstances in Nuneaton and Bedworth. As part of this mentoring scheme some of these young people are identified as having substance misuse issues and may be referred on to Compass for specialist support.

- **Rugby Borough Council - Community Sport and Recreation Unit**

On Track is the Social Inclusion Programme coordinated and delivered by Rugby Borough Council. It delivers community youth provision across the borough for young people aged 12 to 19 years old, providing one-to-one support, mentoring, group work, youth clubs and outreach sessions to engage young people in priority wards and areas of deprivation.

- **Hill Street Youth – Engage.**

The project situated in Rugby is split into different areas that include informative & interactive workshops, sport & healthy lifestyle, domestic education, general education upskilling, enhancing life skills and the provision of one-to-one and group support.

- **Community Safety Partnership**

In addition to these organisations, I also provide funding to the county's four Community Safety Partnership (CSPs), where a number of local projects have been initiated in response to local priorities to address County-lines and the associated issues of gang violence, substance misuse and knife crime.

8.3 Holding to Account

In respect of my statutory responsibility to 'hold to account' the Chief Constable for the performance of the force, once a month a formal Performance Accountably Meeting (PAM) is held between the Chief Constable and myself. The purpose of the PAM is to focus on specific areas of force performance and the meeting is also attended by senior officers and staff from both the force and the OPCC.

At each PAM a particular subject of concern is selected for a 'spotlight' presentation by the force's lead officers, to provide a better understanding of the issues and thereby allow more informed discussions and greater scrutiny of activity and performance. In July 2021, the subject of County-lines was the spotlight subject discussed under this arrangement.

8.4 Engagement

8.4.1 Put Down Your Knife

At the last meeting of the Police and Crime Panel in June 2021, I reported that I had recently participated in an event at the Brunswick Hub, Leamington Spa that had been initiated by Ben Spann as the founder of the organisation 'Put Down Your Knife'. The purpose of the meeting was to explore what more can be done by partner agencies to deliver on his organisation's aim to Prevent, Rehabilitate and Educate young people away from crime, with an emphasis on County-lines and knife crime.

8.4.2 The Academy of Hard Knocks

On the morning of the 23 September 2021, the date of the next Police and Crime Panel, I am due to meet with Matthew Wilkins a local knife-crime campaigner in the Leamington Spa and who is a volunteer for an organisation called 'The Academy of Hard Knocks'. The organisation seeks to help to break the cycle of youth offending, and reduce knife crime around London. I understand that the Academy has had a positive impact on communities in London and it is suggested that with the right support similar successes can be repeated in Warwickshire.

Both of these engagement events provide an opportunity to discuss the issues in greater depth and from different perspectives, thereby enabling me to gain a better

understanding of County-lines and the challenges that it presents. Consideration needs to be given as to what more can be done by law enforcement, partner agencies, the third sector (charities, social enterprises and voluntary groups) and our communities to address the scourge of County-lines and the associated factors of acquisitive crime, knife crime, and vulnerability.

9. Communities

The engagement of Warwickshire's communities in tackling County-lines is essential to support law enforcement and relevant partners in making Warwickshire a hostile environment for the Organised Crime Groups that prey on the young and vulnerable and do some much harm.

9.1 Identifying County-lines

It may include any of the following signs of activity: -

- An increase in visitors and cars to a house or flat
- New faces appearing at the house or flat
- New and regularly changing residents
- Change in resident's mood and/or demeanour
- Substance misuse and / or drug paraphernalia
- Changes in the way young people you might know dress
- Unexplained, sometimes unaffordable new things
- Residents or young people you know going missing
- Young people seen in different cars / taxis driven by unknown adults
- Young people seeming unfamiliar with your community
- Truancy, exclusion, disengagement from school
- An increase in anti-social behaviour in the community
- Unexplained injuries

9.2 Raising Concerns

Children and the vulnerable often don't see themselves as victims or realise they have been 'groomed' to get involved in criminality. So it's important that we all play our part to understand County-lines and speak out if we have concerns.

- The best advice is to trust your instincts. Even if someone isn't involved in County-lines drug dealing, they may be being exploited in some other way, so it's always worth speaking out.
- You can speak to Warwickshire Police by dialling the free non-emergency 101, or in an emergency the 999 telephone number.
- If you would rather remain anonymous, you can contact the independent charity Crimestoppers on 0800 555 111.
- If you notice something linked to the railways, you can report concerns to the British Transport Police by texting 61016 from your mobile. In an emergency always dial 999.

- If you are a young person who is worried about your involvement, or a friend's involvement in County-lines, a good option is to speak to an adult you trust and talk to them about your concerns.
- You can also call Childline on 0800 1111. It is a private and confidential service where you can talk to specially trained counsellors about anything that is worrying you.
- Alternatively, speak to a children and young people's service like Catch 22. They work with children and young people of any age to help get them out of situations they're worried about, and have helped lots of children and young people involved in County-lines.
- Working in partnership with other agencies, St Giles offers specialist services to help young people make a safe and sustained exit from County-line involvement. Caseworkers offer both practical and emotional support to the young person and their family to help address any issue which might be driving county line involvement.

I do appreciate that it's not always easy to come forward, but we all have a duty to keep our streets and communities safe, as such I'm asking everyone to play their part in the ongoing bid to drive down the levels of County-lines in Warwickshire.



Philip Secombe. TD.

Police and Crime Commissioner for Warwickshire.

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OPCC

PERFORMANCE AND SCRUTINY REPORT

Report Prepared by	David Patterson. Development and Policy Lead – Scrutiny and Performance
Report Prepared for	Performance Accountability Meeting 31 August 2021
Date	23 August 2021
Version	v1

Security Classification	Official
Disclosable under Freedom of Information Act?	Yes

Force Performance Scrutiny - July 2021

1. Information

The purpose of this report is to formally scrutinise Warwickshire Police's performance during July 2021 and in doing so allow informed discussion between the Police and Crime Commissioner (PCC) and the Chief Constable (CC) at their forthcoming 'Performance Accountability Meeting' (PAM) on Tuesday 31 August 2021. This aim is coherent with the PCC's statutory responsibilities to: -

- To 'hold to account' the Chief Constable for the performance of Warwickshire Police.
- Secure an effective and efficient police service for Warwickshire.

This purpose is also consistent with monitoring the progress made by the force in support of the four key priorities of the PCC's 'Police and Crime Plan 2016 - 2021', namely: -

1. Putting Victims and Survivors First.
2. Ensuring an Effective and Efficient Police Service.
3. Preventing and Reducing Crime.
4. Protecting People from Harm.

The report has primarily been prepared through scrutiny of the performance data and information provided in the following report: -

- Appendix A - Warwickshire Police Performance Report July 2021 (Performance Report).

The commentary in the Performance Report is noted, regarding the performance framework that has been introducing to complement the force's 'Fit for Future Strategy'. Each month there is an enhanced set of performance measures across one of the three pillars of that strategy, namely: -

- Respond and Reassure
- Prevent and Protect
- Effective and Efficient.

The focus for this month is on 'Respond and Reassure' and a number of additional key performance indicators have been introduced into the Performance Report. This is a very positive development as it provides a superior insight into areas of business that have not previously been reported upon, thereby enabling improved scrutiny of force performance and a deeper appreciation of the broader health of Warwickshire Police as a large and intricate organisation.

For ease of cross-reference, the numbering of the sub-paragraphs in this report corresponds to the number of the pertinent slide of the Performance Report. Not all aspects of performance are commented upon in depth in this scrutiny report, only those areas of particular interest.

Most percentages in this report have been rounded to the nearest integer for the purpose of presentation.

It should be noted that it continues to be challenging to identify performance trends through the use of comparative temporal data, due to the impact of Covid-19 on the profile of crime, compounded by the effects of the recent UEFA Euro 2020 football tournament that concluded on the 11 July 2021.

2. Respond and Reassure

3. Outcomes - Total Recorded Crime (TRC)

In June 2021, the proportion of 'Action Taken' outcomes for TRC was at 7%. This was noted in the Performance Scrutiny report for the PAM in July with the comment that the position would be monitored going forward.

It is therefore a positive development that the figure for July 2021 has increased to 13%, which is more in line with the performance in previous months and continuing the upward trend.

A contributory factor to fluctuating TRC Action Taken rates is the changing nature of crime, particularly during Covid-19, where different crime types inherently have varying prospects for their solvability. This effect is evident in the higher Outcome 16¹ rates experienced since the beginning of the financial year, influenced by an increase in domestic abuse related cases. It's therefore a positive development that Outcome performance data for TRC has been disaggregated to reveal the rates for individual crime types that are of particular concern to the public.

4. Outcomes - Domestic Abuse

In July 2021, a very similar position to TRC was experienced for Domestic Abuse where the proportion of 'Action Taken' was at 14%, representing an increase when compared to the 7% achieved in June 2021.

Of note is that in July 2021 the Outcome 16 rate for DA offences was at 63%, which serves to demonstrate the previous point regarding different crime types inherently have different prospects for a particular outcome.

5. Outcomes - Crime Type

- Violence against a Person

In July 2021, the proportion of Action Taken outcomes for violent crime was 12% and was consistent with the previous month. It's of interest to note that it has been relatively consistent over the last 28 months, only varying between 10% and 14%.

- Sexual Offences

In July 2021, the proportion of Action Taken outcomes for Sexual Offences was 10%, representing a small increase when compared to the previous month of 9%. It's

¹ **Outcome 16** – Named suspect identified: evidential difficulties prevent further action; victim does not support (or has withdrawn support from) police action.

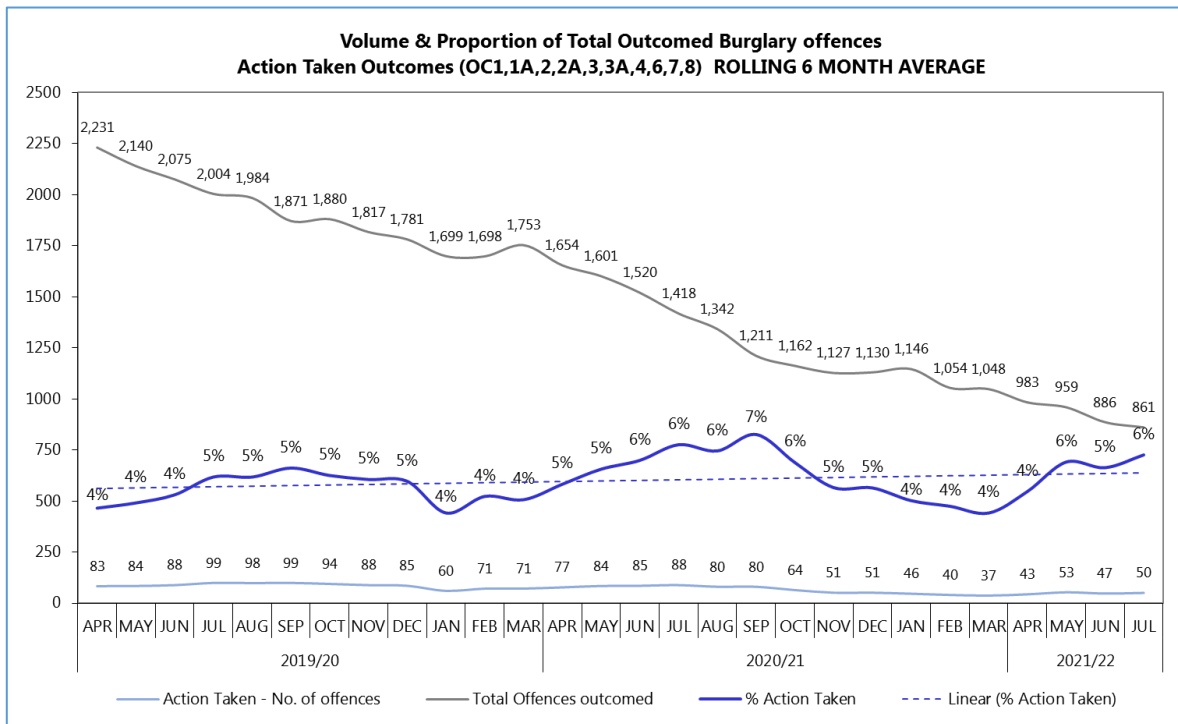
of interest to note that performance in 2020/2021 was particularly low in comparison, for reasons that are not immediately clear but may have been influenced by Covid-19. It's therefore a positive development to see the recent improvement in this position.

6. Outcomes - Crime Type

- Burglary**

In July 2021, the proportion of Action Take' outcomes for Burglary was 6% and has remained relatively consistent over the last 28 months with broadly similar volumes of crimes being detected.

What is particularly stark when presented in graph form is the significant reduction in the volumes of burglaries being recorded, moving from a position of 2,231 crimes per month at the beginning of that period to a current rate of 861 crimes in July 2021. This aspect of crime prevention is a very positive development.

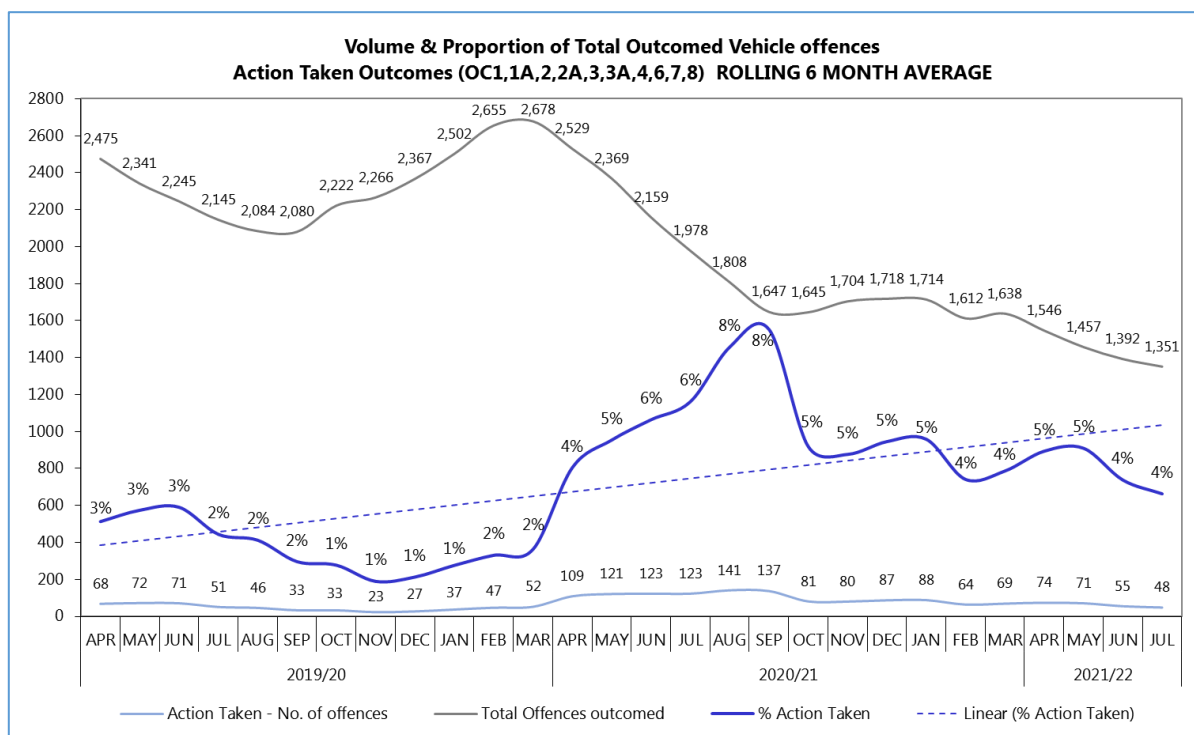


Graph 1 – Burglary Volumes and Outcomes

- Vehicles**

In July 2021, the proportion of Action Taken outcomes for Vehicle Offences was 4%, which is consistent with the previous month.

As with Burglary, there has been really significant reductions in the volumes of vehicle crime, associated with a significant rise in the detection rates, which coincided with the establishment of the Vehicle Crime Teams. This aspect of crime prevention also continues to be a very positive development.



Graph 2 – Vehicle Crime Volumes and Outcomes

7. Victim Satisfaction - Neighbourhood Crime

The commentary in the Performance Report is noted, regarding the in-month figures being treated with caution due to the small sample sizes.

In July 2021, the six-moth rolling average rates for victim satisfaction were: -

- Burglary 81%
- Vehicle Crime 74%
- Violence 67%

The figures for all of these three victim satisfaction categories would appear to demonstrate a declining position. Whilst the subject of victim satisfaction has been explored in depth at previous PAMs, with the implementation of the Victims Code and the creation of a Victims and Witness Board it was anticipated that rates would begin to improve.

Questions on victim satisfaction was raised with the Chief Constable at the PAM in July 2021. As such, it is not proposed to re-visit this matter at this time but performance will continue to be monitored.

8. Victim Satisfaction – Vulnerability

In July 2021, the six-moth rolling average rates for victim satisfaction were: -

- Hate Crime 73%
- Domestic Abuse 79%

In July 2021, the monthly victim satisfaction rate for Hate Crime was at 75%. Also, the 6-month rate has showed a 6% increase from the 67% experienced in April 2021. This improvement is a very positive development and would appear to be the

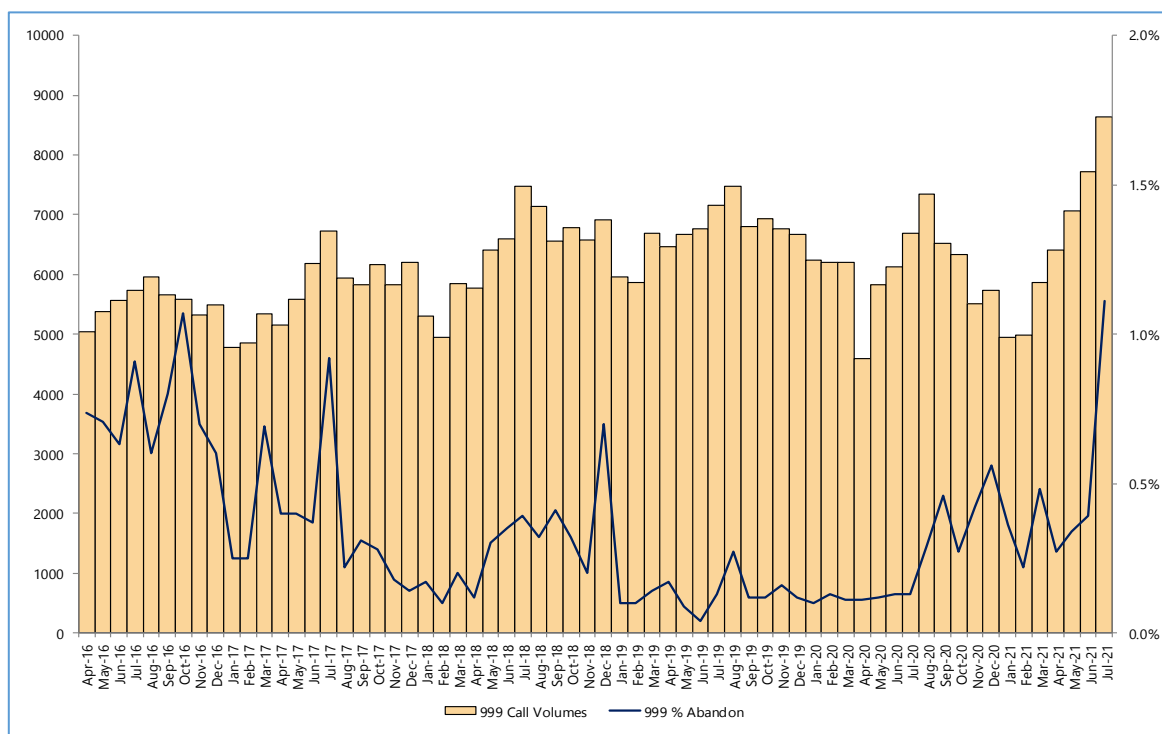
product of the new and improved arrangements that the force’s Harm Hub has employed to drive service improvement and as a consequence victim satisfaction.

In respect of domestic abuse, of note is the comments in the Performance Report regarding the sample sizes being slowly increasing each month, where for July 2021 it was at 35 participants, against a target sample size is 40-50 per month.

9. Operations Communication Centre - Emergency Calls

In July 2021, the proportion of 999 calls answered within 10 seconds was 70% and has decreased compared the previous month of 85%. Performance was below the target of 90% and also the baseline of 89%.

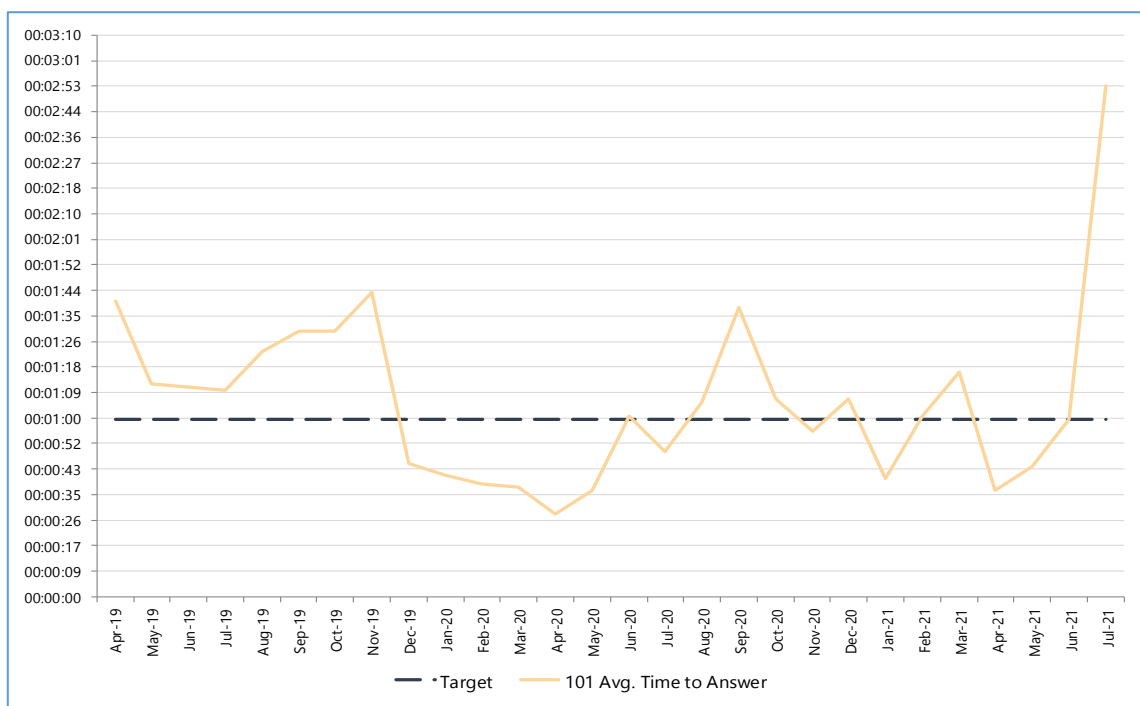
It is clear from the following graph that the OCC has been experiencing unprecedented demand with nearly 8.7k emergency calls during the month. It is therefore no surprise to see that the rate of abandoned calls has also increased to 1.1%.



Graph 3 – Emergency Call Volumes and Performance

10. Operations Communication Centre - Non-emergency calls

In July 2021, the average time to answer a 101 call in June was 2 minutes 53 seconds. This represents an increase from the 1 minute 53 seconds achieved in June 2021 and was significantly over the target time of 1 minute. In addition, the abandonment rate stood at 26%, representing a significant increase when compared to the previous month of 11%.



Graph 4 – Non-Emergency Call Performance

The imperative is always to answer the 999 emergency, rather than the non-emergency calls, for self-evident reasons. As such, this deterioration in performance for the non-emergency 101 calls comes as no surprise.

The issue of OCC performance and increased demand was discussed in depth at the PAM in June 2020. As such, it is not proposed to re-visit the subject again at this time, particularly as the subject is scheduled as the deep-dive topic for the PAM in September having been delayed whilst awaiting the review of Front Officers that is currently being undertaken by the force.

11. Operations Communication Centre – Un-resourced Incidents

The upward trend in un-resourced incidents, a symptom of excess demand, is noted.







12. Emergency Response

In July 2021, of the 3,266 emergency incidents that were attended 82% were within the minimum standards recommendation of 20 minutes, with 94% attended with 30 minutes.

13. Emergency Response

In July 2021, the average response time increased to 14:01 minutes, with all Districts and Boroughs below the target of 20 minutes.

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	May-21	Jun-21	Jul-21	last 6 months
North Warwickshire	17:51	19:38	19:41	
Nuneaton & Bedworth	12:44	13:18	14:37	
Rugby	11:58	11:54	11:17	
Stratford	10:29	11:02	10:46	
Warwick	15:34	16:02	16:36	
Warwickshire	13:11	13:47	14:01	

The comments in the Performance Report are noted, regarding the predicted increase in response times caused as a consequence of the increase in demand, compounded by officer absence due to Covid-19.

14. Use of Force

In Q1 of 2020/21, the volumes (n=610) of officer reports for Use of Force (UoF) remained relatively stable when compared to previous quarters, where 76% of the tactics deployed were considered to be effective.

The continuing disproportionality of UoF against both Black (10%) and Asian (4.1%) citizens when compared to the Census 2011 is noted.

15. Stop & Search

In July 2021, a total of 106 Stop and Searches (S&S) were conducted representing a decrease when compared to previous months, returning to pre-Covid-19 levels.

Again, the continuing disproportionality of S&S with both Black and Asian subjects when compared to the Census 2011 data is noted, where: -

- Black citizens are 13.0 times more likely to be stopped and searched than a white citizen.
- Mixed citizens are 3.8 times more likely to be stopped and searched than a white citizen.
- Asian citizens are 2.5 times more likely to be stopped and searched than a white citizen.

This issue of disproportionality in the use of the police powers has recently been explored as a 'deep-dive' subject at the PAM in June 2021. As such, it is not proposed to re-visit this matter at this time but performance will continue to be monitored.

16. Digital Contact

In July 2021, Single Online Home was used on 1,926 occasions. Given the recent performance of the 101 non-emergency telephone number the availability of this channel for the public to contact the force on a range of matters is increasingly important.

The subject of public contact is scheduled to be a deep-dive topic for discussion at the PAM in September, and as such is not further commented upon at this time.

17. Orders

In the last three months there has been a reduction in the number of applications for Domestic Violence Protection Orders (n=34) when compared to the previous quarter (n=45). However, the comments in the Performance Report are noted regarding the assurance of the data.

18. Criminal Justice

In July 2021, 90% of the files submitted to CSP passed the National File Standards, albeit the volume of files (n=77) was the lowest number submitted during the last 10 months as presented in the Performance Report. This nonetheless represents a positive development in terms of file quality, if not volume.

The matter of criminal justice was subject to a deep-dive at the PAM in May 2021. As such, it is not proposed to re-visit this matter at this time but performance will continue to be monitored.

19. Victim Updates

This is a relatively new performance metric and its introduction into the Performance Report is a positive development. This is particularly so given the importance of victim contact and care, as referred to in the Police and Crime Plan, Victim's Charter and the Victims Code.

Of note is that 76% (n=2548) of the victims in all of the open investigations opted-in for victim contact, of which 69% of the updates were provided in time.

This issue was only recently raised with the Chief Constable at the PAM in July 2021. As such, it is not proposed to re-visit this matter at this time but performance will continue to be monitored.

3. Effective and Efficient

20. Sickness

In July 2021, the sickness absence levels for police officers of 5.68% is above that achieved at the same period in 2020 of 2.34%.

In July 2021, the sickness absence levels for police staff of 6.59% is above that achieved at the same period in 2020 of 3.23%.

The impact of Covid-19 and the requirement for self-isolation following close contact clearly has had a significant impact on these rates, which will hopefully improve as restrictions continue to be modified and become less proscriptive.

The issue of Covid-19 is raised as a standing agenda item at the PAM and the force's understanding, response and contingency arrangements to manage the impact of the pandemic have been discussed at length. As such, it is not proposed to re-visit this matter at this time but performance will continue to be monitored.

21. Assault Police

In July 2021, assaults on officers continued to remain relatively high (n=32) albeit a slight reduction on the previous month. This issue, and the associated matter of Officer Safety Training and First Aid Skills Police (FASP) training was recently raised with the Chief Constable at the PAM in June 2021. As such, it is not proposed to re-visit this matter at this time but performance will continue to be monitored.

22. Establishment

Force establishment is a standing agenda item on the associated Force Governance Board (FGB) and as such is not commented upon further in this report.

4. Prevent & Protect

23. Total Recorded Crime

The new method of displaying the data in the Performance Report is noted, where both the current levels and three year average (excluding 2020/21 due to Covid-19) is displayed, together with a forecast based on the Force Management Statement and professional judgement.

24. Total Recorded Crime - Forecast

In July 2021, the variance to the forecast was -30 crimes (n=3,607). Of note is that the 2021/22 end of year figure for TRC is anticipated to remain static to the three year average.

25. Violence with Injury

In July 2021, levels were above the mean and approaching the upper control limit (n=409). This position will be monitored going forward.

26. Violence without Injury

In July 2021, levels were above the upper control limit (n=1,124). Of note is that the increase has been driven by an uplift in malicious communications and assault without injury offences, accounting for 24% and 47% respectively of the total. This position will be monitored going forward.

27. Rape

In July 2021, levels were significantly above the upper control limit. The commentary in the Performance Report is noted, that 83 rape offences were reported in July and as a consequence was significantly above the monthly average of 41 crimes.

These volumes were driven by non-recent offences, with 47 recorded for offences committed more than 5 years ago and with the majority relating to Op MAWES, a CSE operation conducted in Nuneaton & Bedworth that the Commissioner is already aware of.

These matters, regarding the force's capacity and capability to investigate both Rape and Other Sexual Offences, were raised with the Chief Constable at the PAM in

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June 2021. As such, it is not proposed to re-visit this matter at this time but performance will continue to be monitored.

28. Other Sexual Offences

In July 2021, levels were above the mean but below the upper control limit (n=84), representing a significant decrease from the previous month (n=109). Noted.

29. Robbery

In July 2021, levels were above the mean (n=26) and approaching the upper control limit (n=39). Noted

30. Residential Burglary

In July 2021, levels were below the mean (n=72) and relatively stable. Noted

31. Business & Commercial Burglary

In July 2021, levels were below the mean (n=87) and relatively stable. Noted.

32. Vehicle Crime

In July 2021, levels were at the mean (n=278) and relatively stable. Noted.

33. Drug Offences

In July 2021, levels were below the mean (n=76), representing a decrease when compared to the previous month (n=93).

This decrease was predominantly in possession offences and maybe indicative of decreased proactivity caused through an increase in incident demand where, as commented in previous PAM's, this area of offending often only comes to police attention when actively sought. Noted.

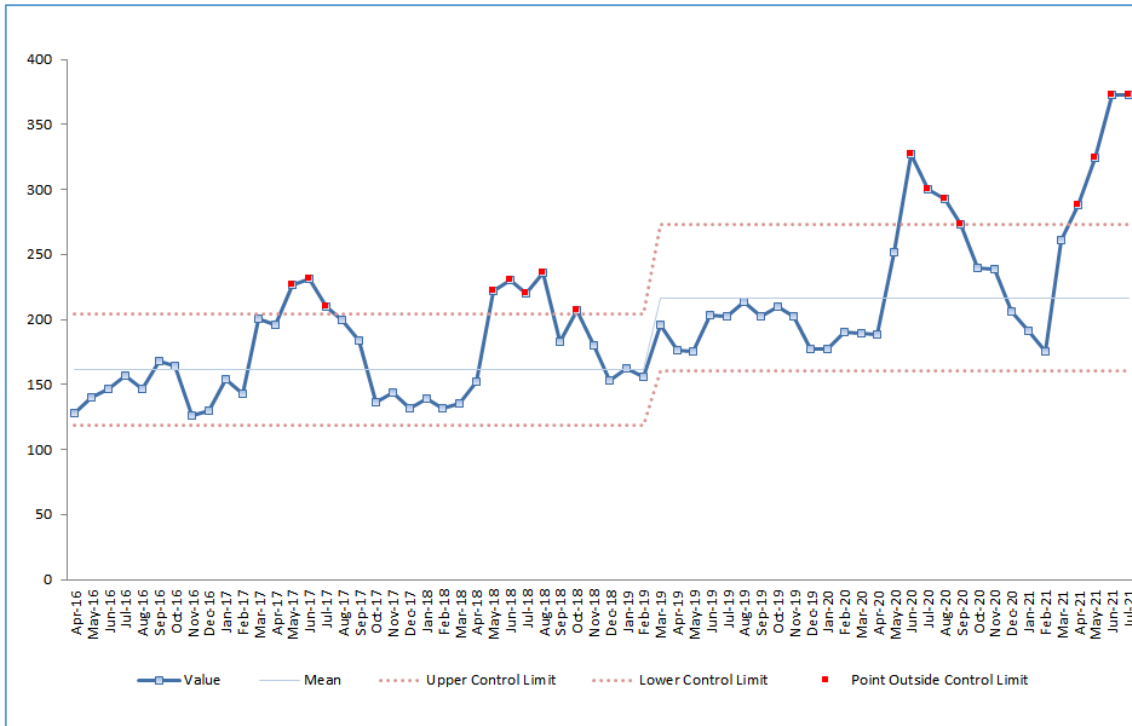
34. Possession of Weapons

In July 2021, levels were below the mean (n=33) and relatively stable. Noted.

35. Public Order Offences

In July 2021, the significant increase in Public Order experienced in the last quarter continued to be significantly above the upper control limit and therefore continues to be of some concern (n=373). The sub-category of Public Fear, Alarm or Distress accounted for 78% of the total volume.

This matter was raised with the Chief Constable at last month's PAM in June 2021 and additional reassurance was provided regarding the force's capacity to manage these high levels of public order demand. As such, it is not proposed to re-visit this matter at this time but performance will continue to be monitored.



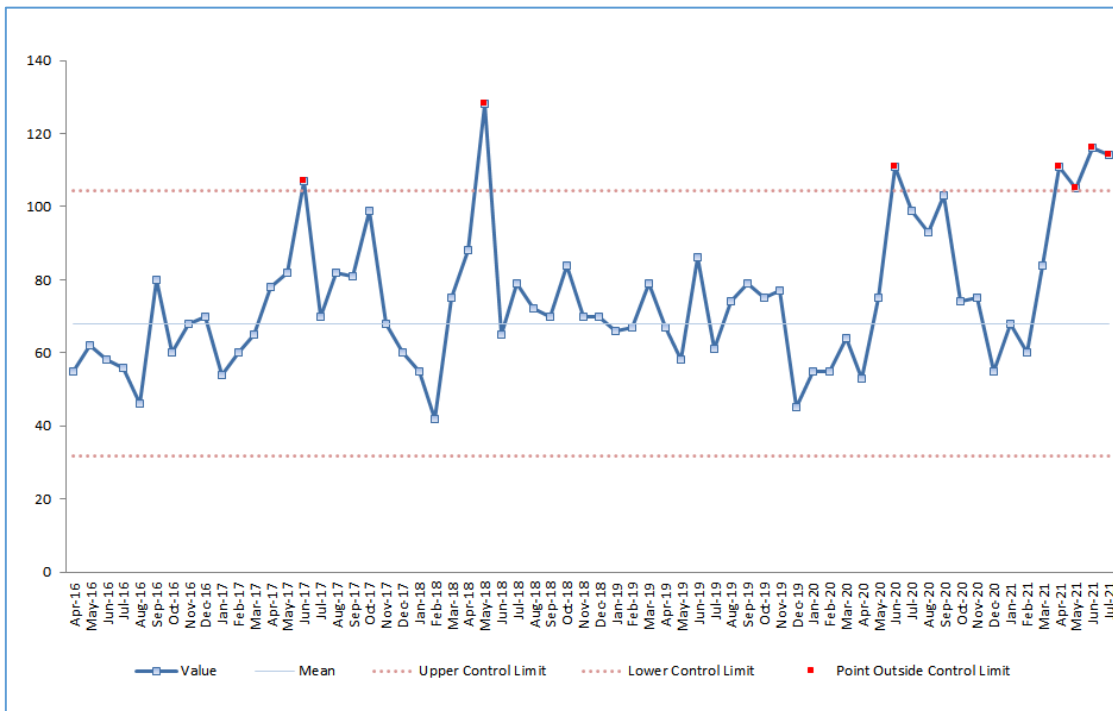
Graph 5 – Public Order Offences

36. Domestic Abuse

In July 2021, levels were above the mean but below the upper control limit (n=1,091). Of note is that domestic abuse accounted for 15% of TRC. Noted.

37. Hate Crime

In July 2021 levels continue to remain above the upper control limit (n=114), with exceptional volumes experienced in Nuneaton and Bedworth (n=42) accounting for 36% of the total: -



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Graph 6 – Hate Crime & Non-Crime Incidents

Q1. Whilst the subject of Hate Crime has already been explored in depth at previous deep-dives, it is of interest to know the reasons for the recent rise in Nuneaton and Bedworth. Also, what action is proposed by the force to both understand and address the continuing higher levels of Hate Crime and Non-Crime Incidents in Warwickshire?

38. Road Safety

Road safety is reported one month in arrears. In June there were three fatalities in the county, two of which involved vulnerable road users (a cyclist and pedestrian).

Of note, in 2021/22 there have been over 14.5k Notice of Intended Prosecutions (NIPs) issued for speeding offences in the county.

39. Appendix

The performance information contained in the graphs of the appendix are noted without further comment.

5. Comments

5.2 Summary of questions

It's requested that the Chief Constable provides his professional judgement to the Police and Crime Commissioner regarding the key challenges and opportunities that exist with force performance in the short to medium term, particularly in respect of the question posed in this report: -

- **Hate Crime**

Q1. Whilst the subject of Hate Crime has already been explored in depth at previous deep-dives, it is of interest to know the reasons for the recent rise in Nuneaton and Bedworth. Also, what action is proposed by the force to both understand and address the continuing higher levels of Hate Crime and Non-Crime Incidents in the county?

5.3 Deep-dive schedule

Agreement is required as to the selection of 'deep-dive' subjects for future PAMs and the schedule is at Appendix B.

The subject of OCC / Public Contact is the proposed topic for the next PAM in September 2021, having been rescheduled from August awaiting the outcome of the review of Front Offices. However, Budget was originally scheduled for the September meeting.

Appendix B – Schedule of Subjects

PAM Month	Performance Month		Performance Focus	OPCC Publish	Deep Dive Topic
Oct 2020	Sept	Q2	P&P	P&P	Road Safety
Nov	Oct		R&R		Nil
Dec	Nov		E&E		Nil
Jan 2021	Dec	Q3	P&P		Hate Crime
Feb	Jan		R&R	R&R	Digital Cyber
Mar	Feb		E&E		Change Management
Apr	Mar	Q4	P&P		Repeat Victims
May	Apr		R&R		Criminal Justice
Jun	May		E&E	E&E	Diversity
Jul	Jun	Q1	P&P		County Lines
Aug	Jul		R&R		Evolve Programme
Sep	Aug		E&E		OCC / Public Contact and / or Budget?
Oct	Sep	Q2	P&P	P&P	Domestic Abuse
Nov	Oct		R&R		Outcomes
Dec	Nov		E&E		Sustainability
Jan 2022	Dec	Q3	P&P		Roads Policing
Feb	Jan		R&R	R&R	Stop & Search / U of F
Mar	Feb		E&E		Budget
Apr	Mar	Q4	P&P		Crime Profiles

Warwickshire Police and Crime Panel

Annual Report 2020/21



North Warwickshire
Borough Council

Nuneaton
&
Bedworth



Chair's Foreword



Councillor David Reilly

Chair of the Warwickshire Police and Crime Panel
2020/21

There is no hiding how challenging this year has been. After emerging in China in December 2019, the global Covid-19 pandemic ferociously took hold of the UK in March 2020 and, in common with other countries, we entered a period of uncertainty and disruption on a scale not seen since the Second World War. There were profound implications for the public and policing and the Panel also had to quickly develop new ways of working to hold our meetings remotely on the Microsoft Teams platform. I would like to place on record my thanks to my fellow Panel Members who continued to steadfastly fulfil their roles in extremely unusual circumstances.

Despite the extraordinary times that cover the period of this report, the Panel worked hard to maintain a business as usual approach, continuing to support and challenge Philip Secombe in his role as Police and Crime Commissioner, acting as a 'critical friend' as he implemented the objectives set out in the Police and Crime Plan and the Covid-19 Supplement. Rising to meet the challenges presented by the pandemic, the Panel has maintained a strategic approach and this report sets out the areas we have focussed on in this unprecedented year.

I would like to thank the Police and Crime Commissioner, his Office, and the Chief Constable, for their hard work over this last year. The Panel has benefitted from a constructive and positive working relationship with the Commissioner, which we will seek to build upon following his re-election this year, and I am grateful to him and his staff for their engagement and willingness to be scrutinised during what has been an incredibly challenging time for them, managing the impact of the pandemic whilst emerging from the Alliance with West Mercia Police.

Local elections this year means that our Panel membership has changed once again and I look forward to working with colleagues both old and new during the year ahead.

A handwritten signature in black ink, appearing to be 'D Reilly', written in a cursive style.

Councillor David Reilly
Chair of the Warwickshire Police and Crime Panel

Summary of Key Activities and Achievements

The Police and Crime Panel performed its role as the Police and Crime Commissioner's 'critical friend' over six meetings held in public, scrutinising and challenging the Commissioner on the delivery of the four priorities identified in the Police and Crime Plan:

- Putting victims and survivors first
- Protecting people from harm
- Ensuring efficient and effective policing
- Preventing and reducing crime

All the reports considered by the Panel and minutes of the meetings can be found on the [Warwickshire County Council website](#). Panel meetings were also live streamed on the Council's YouTube channel <https://www.youtube.com/user/WarwickshireCountyC/videos> and the footage will be available for 12 months after each meeting.

The Budget Working Group has performed a key role throughout the year by continuing to undertake detailed reviews of budget and quarterly finance reports, evaluating the proposed precept, and continuing to monitor the Commissioner's financial plans, including the capital and revenue programmes. The Budget Working Group has also worked with the Commissioner's Treasurer to tailor the way budget reports are delivered to the Group. The Budget Working Group also received a detailed briefing on the Commissioner's grant making process, particularly focussing on community safety grants.

The Panel is pleased to have developed a working relationship with the Warwickshire Joint Audit & Standards Committee (JASC), which considers internal and external audit reports, standards, including police ethics and transparency of the Police and Crime Commissioner and the Chief Constable. The Panel welcomes a member of the JASC to each of its meetings and, the Chair of the Panel attends JASC meetings in an observatory capacity. The Panel received the JASC's comprehensive Annual Report in April 2021, and despite the difficult working arrangements as a result of the Covid-19 pandemic, it was pleasing to note that the JASC had also continued its meeting cycle and had received a number of briefings outside formal meetings. The Chairs of the Panel and JASC intend to meet in 2021/22 to discuss how joint working arrangements can be further developed.

2021/22 Budget

The Police and Crime Panel has a statutory duty to review the Commissioner's budget and can veto the budget if it decides that the proposed increase in the policing element of the council tax (known as the 'precept') is either too high or too low.

In February 2021, the Commissioner presented his proposed budget for 2021/22 including an increase in the precept of £14.99 (6.3%) for Band D properties (and equivalent percentage increase for all other bands). In his presentation, the

Commissioner acknowledged that whilst the current climate was challenging for everyone, many residents living in lower value properties would pay less and he had sought to balance the funding needs of Warwickshire police against the precept decision.

After detailed scrutiny, the Panel resolved to support the Commissioner's budget proposals. In doing so, the Panel recognised the challenge of setting a balanced budget and the move away from a reliance on reserves. The Panel acknowledged that there were some uncertainties in the year ahead, not least from the impact of the ongoing pandemic and the continued transition from the Alliance with West Mercia.

In addition to receiving regular budget monitoring reports and a comprehensive briefing on the precept proposals, the Budget Working Group also received a detailed report on the Commissioner's grant making activities in relation to community safety.

Termination of the Strategic Alliance and Future Collaboration Opportunities

The challenges associated with the termination of the Strategic Alliance between Warwickshire Police and West Mercia Police has continued to be a matter of significant focus for the Panel. Throughout the year, the Police and Crime Commissioner has provided regular updates to the Panel of the progress made towards development of a predominantly independent Warwickshire Police Force.

The Alliance was formally terminated in April 2020 but four services (IT, Forensics, Transactional Services and File Storage) have proved to be more complex to disengage from the Alliance arrangement and the Commissioner has provided regular updates on partnership arrangements to secure the ongoing operation of these services. The Panel has been mindful to ensure that the OPCC has learnt lessons from the termination of the Alliance and that any future collaboration agreements take account of this learning.

Equalities and Diversity

The anger about the killing of George Floyd and its impact on our communities was felt world-wide. Coupled with concerns and anxieties following the release of Public Health England's report into the disproportionate impact of COVID-19 on ethnic minority communities, the Panel's duty to challenge and tackle all aspects of discrimination and hate was brought into sharp focus. The Commissioner reported to the Panel on diversity within the force and, noting that BAME police officers were under-represented, the Panel sought a more in-depth understanding of the force's approach to tackle this issue.

The Panel subsequently received a comprehensive update on the work of the Positive Action Team, which had been developed to engage with BAME communities and encourage individuals to consider a career in policing. The presentation focussed on the Team's work to improve under-representation from BAME communities across the workforce, particularly among police officers. The

Panel are pleased to commend the work of the team and offer wholehearted support for the force's ambition to properly represent the community.

The Panel recognise that diversity has many facets and will continue to monitor this issue in its wider sense through the work of the Planning and Performance Working Group.

COVID-19

Following the outbreak of the COVID-19 pandemic and the postponement of the Police and Crime Commissioner elections, the Commissioner advised that his Police and Crime Plan covered the period up to 2021 which mitigated the urgency of producing an updated plan at short notice. Since that time, a COVID-19 Police and Crime Plan Supplement was issued by the Commissioner identifying measures to address the emerging crisis. This ongoing response and the financial impact of the crisis has been a subject of interest to the full Panel and the Budget Working Group.

The Panel has also received questions on the policing response to COVID-19 in our public question time sessions and subsequently requested a summary analysis of the force's COVID-19 phase 2 survey results around the public perceptions of policing which will feed into the Planning and Performance Working Group's future consideration of victim satisfaction rates and public confidence in policing.

Home Office Review of the Role of the Police and Crime Commissioner

In July 2020, the Home Office announced a two-part internal review into the role of Police and Crime Commissioners. Part One of the Review began in late July and collated views and evidence from stakeholders across policing, fire, and local government as well as voluntary and community organisations. The LGA was tasked with collating the views of Panels and the Panel submitted its response to the LGA's key research questions in August 2020.

The Home Secretary released an outline of recommendations following part one of the review in March 2021 (ahead of the Police and Crime Commissioner elections in May 2021). The Panel note proposed enhancements to the role of the Commissioner will have an impact on the resource of the OPCC, particularly through the mandated appointment of a Deputy Police and Crime Commissioner, and welcomes the proposed improvements to scrutiny through the development of a good governance training package for Police and Crime Panels.

A new Chief Executive for the OPCC

Following an announcement that Neil Hewison would retire early in 2021, the Panel received notification of the Commissioner's intended appointment to the role of Chief Executive. Subsequently, a confirmation hearing took place in October 2020 and the Panel unanimously voted to support the Commissioner's proposal to appoint Polly Reed to the position of Chief Executive. The Panel were impressed by Ms Reed's performance in the strange situation of being publicly 'interviewed' in a virtual

meeting and considered she would bring new strengths to the role due to her background in local government and with the Office of the West Midlands Police and Crime.

The Panel also place on record thanks to Mr Hewison for his constructive approach to working with the Panel and look forward to building upon what is proving to be a productive relationship with Ms Reed.

Public Questions

Public questions provide the Panel with an opportunity to engage with the community and understand more about topics of concern, thereby informing our work programming activity. This year, the Panel welcomed questions covering a diverse range of topics, including speed limits to ensure safer walking and cycling, community engagement, policing Covid-19, and proposals for changes to the Domestic Abuse Unit.

Looking Forward

The year 2020/21 was a year unlike any other. The outbreak of COVID-19 took a terrible toll and continued to resurge throughout the year despite phenomenal efforts to control it. At the time of writing this report, England is emerging from Lockdown 3.0 and the vaccination programme is well underway, offering hope of a gradual return to normal.

Whilst the advantages of virtual meetings have been much vaunted, the legislation which permits them expired early in May 2021 and the Panel look forward to a return to face to face meetings (albeit socially distanced initially). It is hoped that new legislation will eventually allow - and technology will facilitate - a hybrid solution. The Panel also have a desire to take meetings back into the five districts of the County rather than remain centred in Warwick and the Panel looks forward to meeting more members of the public on our travels.

Police and Crime Commissioner elections took place across the country in May 2021 after being postponed due to COVID-19. Philip Secombe was returned to office as the Police and Crime Commissioner and the Panel look forward to developing our working relationship with him further.

One of the first tasks that the Panel must undertake in 2021/22 is to hold a public confirmation hearing and report to the Commissioner on his proposed appointment of a new Chief Constable, following the retirement of Martin Jelley QPM. The Police and Crime Panel express thanks to Mr Jelley for his service and wish him a long and happy retirement.

Throughout 2020/21, the Panel saw a reliance on reserves that the Commissioner and his office recognised must stop and the 2021/22 budget has been set to meet this challenge. The Budget Working Group will be closely monitoring the budget position, particularly in view of the transition of services, COVID-19 exposures, diminishing reserves, and savings targets. The Panel have also requested that the Commissioner provide a summary financial report in each of his future reports to the full Panel.

As the final elements of the transition from the Alliance with West Mercia fall into place and the collaboration agreements with West Midlands Police are formed, the Panel will be keeping a close eye on progress being made and the robustness of partnership working.

The second phase of the Home Office Review of the Role of the Police and Crime Commissioner will consult publicly on whether to mandate the transfer of fire and rescue authority functions to Police and Crime Commissioners in England and the Panel will seek to actively engage with any consultation that takes place.

Membership for 2021/22

There are 12 members of the Police and Crime Panel representing the six first and second tier authorities in Warwickshire as well as two independent members. The membership of the Panel is politically and geographically balanced. Each district or borough area is represented by one councillor from the district/ borough and a county councillor who represents an electoral division in that area. The number of seats allocated to the political parties is determined by the number of seats held by that party across all the authorities.

The two independent members are politically neutral and are appointed to the Panel for four-year terms.

The Panel wishes to convey its thanks to Mr Bob Malloy, whose second term as an independent member concluded at the beginning of December 2020. Mr Malloy had made an outstanding contribution to the work of the Panel from its outset in December 2012 and his knowledge and experience will be greatly missed.

In the autumn of 2020, the Panel commenced a robust recruitment process for a new independent member and several excellent candidates were considered for the role. After a thorough interview process, the recruitment panel were pleased to recommend the appointment of Mr Andrew Davies, who was duly appointed by the full Panel in November 2020.

The tenure of Mr Andy Davis was also due to end in May 2021 and, as a much valued member of the Panel, his request to serve a further four year term was unanimously supported in April 2021.

The Membership for 2021/22 is:

District and Borough Representatives

Councillor David Reilly	North Warwickshire Borough Council
Councillor Clare Golby	Nuneaton & Bedworth Borough Council
Councillor Derek Poole	Rugby Borough Council
Councillor Christopher Kettle	Stratford-on-Avon District Council
Councillor Ian Davison	Warwick District Council

Warwickshire County Council Representatives

Councillor Barbara Brown
Councillor Jenny Fradgley
Councillor John Holland
Councillor Dave Humphreys
Councillor Bhagwant Singh Pandher

Independent Members

Andy Davis
Andrew Davies

Get Involved

Listening to the views of local residents is an important part of the work of the Panel. All meetings are open to the public and anyone who lives or works in Warwickshire is welcome to submit a question to either the Panel or the Police and Crime Commissioner.

If you wish to submit a question, please submit it in writing at least three working days in advance of the meeting using the contact details below:

Email: democraticservices@warwickshire.gov.uk

Or

Post: Warwickshire Police and Crime Panel
Warwickshire County Council
PO Box 9, Shire Hall
Warwick
CV34 4RL

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Warwickshire Police and Crime Panel**23 September 2021****Working Group Activity****Planning and Performance Working Group**

The Planning and Performance Working Group held its first meeting of this municipal year on 26 July 2021 using the Microsoft Teams Platform. The meeting focussed on the following items:

- Performance Management
- Outcome Rates (commencing the Group's work with regard to the consideration of Crime Investigation and Prosecution Processes)
- An update on progress against the recommendations made as part of the Panel's review of the Police and Crime Commissioner's Funding of Substance Misuse and Service

It was agreed to focus future performance scrutiny on the areas of rape, domestic violence, 101 communications and total crime outcomes.

The Planning and Performance Working Group also made recommendations regarding the Panel's Work Programme:

- The Panel's approach to scrutiny of serious and organised crime should focus on County Lines.
- The report of the County Council's Cross Party Working Group on 20mph Speed Limits should be awaited before the Panel progresses work on this topic (in order to avoid duplication).
- Consideration be given to scrutiny that will support the Commissioner in developing his efficient and effective approach to carbon neutrality.

Budget Working Group

The Budget Working Group has met twice since the last meeting of the Panel - on 5 August 2021 and on 9 September 2021. The meetings (held remotely) have focussed on the following items:

- 2020/21 Outturn and Audit Update
- Financial Bids Update
- Quarter 1 Monitoring (Performance against budget and forecast for remaining months)
- Evolve Budget Update

The Budget Working Group recommends that the Police and Crime Panel receive a report from the Police and Crime Commissioner on his approach to road safety (to coincide with the launch of road safety grants).

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Warwickshire Police and Crime Panel Work Programme 2021/22

Date of next report/update	Item	Report detail	Date of last report
June 2021	Confirmation Hearing	To review the proposed appointment of a new Chief Constable	11 June 2021
June 2021	Appointment of Chair and Vice Chair	To appoint a chair and vice chair for the 2021/22 municipal year	24 June 2021
June 2021	Appointment of Working Groups	To appoint the membership of the Budget Working Group and Planning and Performance Working Group	24 June 2021
June 2021	Complaints	Update from PCC in light of the new requirements of the Police and Crime Act to come into force in 2019 – implementation has been delayed by central government. <i>(Note this update was included in the Commissioner's regular report)</i>	24 June 2021
September 2021	Annual Report	To approve the Police & Crime Panels Annual Report for 2020/21	
September 2021	Review of the Draft Police and Crime Plan	To review and make any recommendations to the Police and Crime Commissioner regarding his proposed Police and Crime Plan.	
September 2021	Climate Action	The PCC to provide a briefing note detailing how both the OPCC and Warwickshire Police plan to respond to the Climate emergency and the Government's target of carbon neutrality by 2050.	
November 2021	Gypsy, Roma & Travellers	Following discussion on the fair enforcement of Covid regulations in November 2020 the Panel have requested a report focussing on the leadership role of the PCC in working with partners on this subject. Subsequent to Court Judgment regarding blanket injunctions, the Panel also seek an understanding of the impact of the PCC's leadership on police efficiency in terms of working with partners to deal with illegal encampments.	

November 2021	Representation from the Chief Constable	A verbal report from the Chief Constable.	
November 2021	Organised Crime	The Panel recognises that Organised Crime requires a partnership approach and asks the PCC to bring a report to the Panel detailing how Warwickshire Police will work with regional partners as well as the National Crime Agency as a stand-alone force. There is also particular public interest in this area given the recent publicity around the harm caused by 'County Lines'. <i>The Planning and Performance Working Group has been asked to consider the Panel's approach to this topic.</i>	
January 2022	Police and Crime Commissioner's Budget and Precept Proposal	To consider the PCC's budget and Policing Precept for 2021/2022.	
April 2022	Warwickshire Joint Audit & Standards Committee - Annual Governance Statement	An invitation to the Chair of Warwickshire Joint Audit & Standards Committee to enable consideration by the Panel of WJASC's Annual Governance Statement.	

Standing Items	Report of the Police and Crime Commissioner	To hold the PCC to account for the delivery of the Police and Crime Plan and to: <ul style="list-style-type: none"> • Review progress updates in the implementation of the Police and Crime Plan and progress made towards recruiting to the additional officer posts created in the 2019/20 budget. • Consider recent work of the PCC, including activities / decisions taken since the last meeting and engagement with national/regional policing initiatives. • Provide a financial summary. • Provide an update on delays in the Court service.
	Complaints	To consider any complaints against the PCC, taking account of the Complaints Protocol (verbal update).

	Report of Working Groups (Following a meeting of a Working Group)	<p>The Panel has delegated quarterly budget monitoring to the Budget Working Group, which will report its findings and minutes to each relevant PCP meeting.</p> <p>The Panel has delegated scrutiny of the Police and Crime Delivery Plan and Force Performance to the Planning and Performance Working Group, to identify key issues for Panel enquiry.</p>
	Work Programme	To consider and review the Panel's work programme.

Items to be Timetabled		
Items	Report detail	Timing Considerations
Reporting and Performance Management	The Panel asked the Planning and Performance Working Group to work with the OPCC to consider how performance reports are presented and what is reported. A full report to be brought to the Panel at an appropriate point when the equivalent to the Alliance's Assurance and Service Improvement Team has been stood up.	The Planning and Performance Working Group considered this item in July 2021
Outcomes	<p>To receive a report on outcome rates and how the Force is seeking to improve outcome rates following the PCC's challenge to the force through an OPCC report in May 2019. The Planning and Performance Working Group to work with the OPCC to determine the timing and nature of the report brought to the full panel. <i>This item to be considered as part of Crime Investigation and Prosecution Processes (new Planning & Performance Group Work Plan) and escalated to full Panel at a future date if necessary.</i></p> <p>Following discussions in March 2021, further data and information has been requested on conviction rates for rape and serious sexual offences.</p>	The Planning and Performance Working Group considered this item in July 2021
Diversity and Equalities	<p>Building on work already undertaken by the full Panel, the Planning and Performance Working Group to consider the outcome of the PCC's scheduled 'deep dive' into Diversity (September 2021) and work with the OPCC to consider the timing and nature of a report to the full Panel.</p> <p>This discussion should also include, a report on female representation within, and experience of, the force.</p>	The Planning and Performance Working Group will consider this item in November 2021
Domestic Abuse & Domestic Violence – including the impact and outcomes of the service changes in Warwickshire	The Planning and Performance Working Group to revisit this topic to ensure a full understanding of the subject and the impact and outcomes of local service changes. The Working Group to work with the OPCC to consider the timing and nature of a report to the Full Panel.	The Planning and Performance Working Group will consider this item in November 2021

20mph speed limits around schools	Following questions in November 2020 and March 2021, the PCC to report to the Panel on discussion with the force around increasing joint working to implement lower speed limits in specific areas, particularly around schools.	To be scheduled to avoid duplication with the County Council's Cross Party Working Group on 20mph speed limits which is anticipated to report by the end of 2021.
Local Government Reorganisation / Review of the Role of the PCC	<p>Due to the recent unitary debate across the County, it was agreed in November 2020 that an item on Local Government Reorganisation and the implications for the PCC in terms of Police and Fire and Rescue Services should be added to a future agenda.</p> <p>In July 2020, the Home Office launched a two phased Review of the Role of the PCC. Recommendations from phase 1 were reported in March 2021 and included the Home Office working with the LGA to develop a good governance training package for Police and Crime Panels and the mandatory appointment of a Deputy PCC. Phase 2, which will commence after the elections in May 2021, will include consulting on giving a general power or competence to PCCs and whether to mandate the transfer of fire and rescue functions to the Police, Fire and Crime Commissioner model across England.</p>	To be scheduled to complement publication of Fire Reform White Paper/further local discussions (post-election May 2021)

Briefing Notes		
Topic	Briefing note detail	Timing considerations
Police Finance	The Panel's Financial Advisor to provide a basic guide to police finance issues.	Ahead of precept meeting

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of the Local Government Act 1972.

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