

Warwickshire Police and Crime Panel

Date: Monday 15 November 2021
Time: 2.00 pm
Venue: Council Chamber, Nuneaton and Bedworth Borough Council

Membership

Councillor David Reilly (Chair)
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 Meeting

To consider the minutes of the meeting held on 23 September 2021.

5 - 10

(4) Public Speaking

2. Report of the Police and Crime Commissioner

The report is attached.

11 - 20

(1) Draft Police and Crime Plan 2021-2025

The draft Warwickshire Police and Crime Plan 2021-25 (Appendix A) is attached. As the document is in draft form, it

21 - 56

does not yet include introductory messages from the Commissioner and Chief Constable. The design and content will be updated following consideration by the Panel.

- (2) Gypsy, Roma and Traveller Update** 57 - 60
The Report (Appendix B) is attached.
- (3) Performance Accountability Meeting (PAM) Report (26 October 2021)** 61 - 74
The Report (Appendix C) is attached.
- 3. Police & Crime Panel Annual Report 2020-21** 75 - 84
The updated draft Annual Report (including an additional paragraph within the section 'Looking Forward') is attached for comment.
- 4. Report of the Working Groups** Verbal Report
The Chairs of the Budget Working Group and Planning & Performance Working Group will provide an update on Working Group activities since the last meeting of the Panel.
- 5. Work Programme** 85 - 90
To consider and review the Panel's work programme.
- 6. Dates of Meetings**
To note the arrangements for future meetings:
- 27 January 2022 (at Stratford-on-Avon District Council, 10.30am)
 - 7 April 2022 (at North Warwickshire Borough Council, 2.00pm)
 - 23 June 2022 (2.00pm, venue to be advised)
 - 22 September 2022 (2.00pm, venue to be advised)
 - 17 November 2022 (2.00pm, venue to be advised)
 - 6 February 2023 (2.00pm, Shire Hall, Warwick)
 - 6 April 2023 (2.00pm, venue to be advised)
- 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 paragraphs 3 and 7 of Schedule 12A of Part 1 of the Local Government Act 1972.'

- | | |
|---|------------------|
| 9. Chief Constable's Annual Address | Verbal
Report |
| 10. Exempt Minutes
To confirm the minutes of the meeting held on 23 September 2021. | 91 - 94 |
| 11. 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.

COVID-19 Pandemic

Any member or officer of the Council or any person attending this meeting must inform Democratic Services if within a week of the meeting they discover they have COVID-19 or have been in close proximity to anyone found to have COVID-19.

Warwickshire Police and Crime Panel

Thursday 23 September 2021

Minutes

Attendance

Committee Members

Councillor David Reilly
Councillor Derek Poole
Councillor Jenny Fradgley
Councillor Clare Golby
Councillor John Holland
Councillor Dave Humphreys
Councillor Christopher Kettle
Councillor Bhagwant Singh Pandher
Andrew Davies

Officers

Caroline Gutteridge, Team Lead Senior Solicitor Planning & Litigation
Deborah Moseley, Senior Democratic Services Officer
Virginia Rennie, Strategy and Commissioning Manager (Strategic Finance)

Others Present

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
Neil Tipton, Head of Media and Communications, Office for the Police and Crime Commissioner

1. General

(1) Apologies

Apologies were received from Councillors Barbara Brown and Ian Davison and Mr Andy Davis.

(2) Disclosures of Pecuniary and Non-Pecuniary Interests

None.

(3) Minutes of the previous meetings

The Police and Crime Commissioner requested an amendment to the minutes in respect of the second paragraph on page 12 of the agenda pack, to clarify that the bulk of new officers were funded by the council taxpayer. Upon the Chair's request for clarification that 40% of

the force had less than three years' service, the Commissioner advised that this was 40% of response officers.

Subject to the amendments above, the minutes were approved as a true and accurate record of the meeting.

There were no matters arising.

(4) Public Speaking

None.

2. Report of the Police and Crime Commissioner

The Police and Crime Commissioner presented this comprehensive report, particularly drawing attention to the outline objectives for his new Police and Crime Plan and the Annual Report for 2020-21.

Referring to paragraph 2.1 of the report, relating to Part 2 of the Home Office's review of the role of PCCs, the Chair expressed the Panel's interest in receiving a briefing on any changes to the relationship between the PCC and Chief Constable. The Commissioner noted that the intentions were to strengthen trusted relationships rather than alter duties. He noted that he had completed his response to the consultation and agreed to share his comments with the Panel.

The Chair noted the Panel's responsibilities with regard to review of the Police and Crime Plan, outlined at paragraph 2.2 of the report, and asked if the Commissioner had a timetable for publication. The Commissioner noted that work on the draft was ongoing and would encompass residents' comments and his manifesto commitments. The draft was subject to consultation with various parties, including the Panel and it was his intention to bring the final draft to the November meeting. The Commissioner noted that the format was high level strategic rather than a detailed action plan, and work would be undertaken separately to develop specifics around delivery. He provided clarification around the illustrative diagram of the development of the Plan, in that the Commissioner owned and produced the Plan, not the Chief Constable or Police and Crime Panel.

In terms of the content of the Plan, the Panel made a number of observations and recommendations as follows:-

- Noting the objective to deliver visible & effective policing, Councillor Christopher Kettle asked whether there would be a focus to ensure SNT Teams were fully resourced on a long term basis. The Commissioner advised that local policing had been enhanced and noted the belief of the previous and current Chief Constable that the SNT were the backbone of local policing and there was no intention to downgrade, reduce or change the nature of SNTs in Warwickshire. He went on to accept that it would be preferable if Officers had a longer tenure in SNTs but Officers were more likely than PCSOs to go on to further training and other posts, resulting in some churn. He commented that there were a great number of non-uniformed Police Officers driving unmarked cars and there was therefore a significant number of Officers who were not visible as such to Warwickshire residents.
- The text boxes for objectives two and four were missing some text in the version of the draft presented to Members and some clarity on key terms was requested. The Commissioner

explained that “effective policing” referred to policing to the high standard residents expect and effective enforcement of the law, engaging and reducing crime and reoffending; “innovative” referred to new ways and better ways of doing things and “fighting crime” referred to the disruption of serious crime gangs (eg sheep slaughtering incidents which were believed to have been carried out by them). The missing text was due to the vagaries of Microsoft Word during reformatting of the document.

In response to a question from Councillor John Holland seeking data for the Warwickshire Police establishment for police officers since 2012 in graphical form, the Commissioner agreed to seek this information from the Force in readiness for his next report to the Panel.

Turning to crime rates at paragraph 3.2 of the report, Councillor Holland asked for details of speeding offences. The Commissioner indicated that although speeding was not regularly raised with him as a top priority by residents, he would endeavour to provide some data on this topic; David Patterson was able to advise that the latest data from the Force suggested that there were nearly 20,000 speeding offences in the period April to the end of the July 2021.

Also in relation to crime rates, Councillor Clare Golby sought clarification of the period being reported and was advised that it was a single week (week 36) but that the Commissioner also received monthly, biannual and annual data. The key issue with the reporting of crime statistics was the way that the pandemic had influenced crime and, therefore, the baseline excluded the previous year to provide a more accurate comparison. Councillor Golby was concerned about the levels of rape and incidents of violence with injury and Councillor Jenny Fradgley expressed concern regarding the levels of possession of offensive weapon. The Commissioner explained that the rape statistics may not refer to different individuals and could be historical rapes, or a number of rapes against a single person; in the figures presented it was not possible to extrapolate historical crimes from current ones. He commented on the considerable support available to victims and his discussions with the force, courts and Crown Prosecution Service to improve conviction rates and reduce the time cases took to get to court.

With regard to the possession of offensive weapons, the Commissioner agreed to endeavour to ascertain if there was any further breakdown of the figures in terms of age or other circumstances. It was clarified by the Commissioner that the figures for possession of offensive weapons in week 36 were actually 16 cases, representing a 100% increase from the previous week, and not 100 cases as had been stated in the question posed.

In response to a question from Councillor Christopher Kettle about the categories of crime not included in the reported crime statistics, David Patterson indicated that these would include crimes such as shoplifting, bicycle theft, etc. He noted that the report sought to provide information on the most serious and iconic crimes and requested that the Planning and Performance Working Group provide a steer on the statistical data required by the Panel. In response, the Chair noted that the lines of questioning were to inform the Panel’s understanding and highlight the Panel’s key concerns to the Commissioner.

The Panel Members turned their attention to the Commissioner’s Annual Report (at appendix A) and made the following comments:

- The Chair expressed the Panel’s hope that the report would be used as a foundation for the needs assessment that he understood was being undertaken and which the Panel looked forward to receiving in due course.

- The Panel noted that there was no performance framework or delivery plan mentioned in the report and a robust discussion took place in terms of the Panel's desire to see the report include some information about performance in the context of delivery. The Panel considered that without a performance framework, there was less clarity in terms of efficiency and effectiveness and as a result they were keen to understand what key performance indicators the Commissioner was using. The Panel suggested that it would be helpful to see the Commissioner's framework, however, the Commissioner was keen to understand the indicators that the Panel would like to see assessed. Polly Reed, the Chief Executive at the OPCC, expressed the view that this linked to the development of the current Police and Crime Plan and the OPCC's exploration of how they could demonstrate their successes and it would be timely to receive the input of the Panel. The Chair indicated that he would write to the Commissioner on behalf of the Panel in respect of this point.
- Councillor Golby expressed the view that the achievements of Inspector Barnsley with regard to mental health warranted a separate section. She expressed her thanks to him for his initiative and commitment to this area of service provision.

Councillor Christopher Kettle thanked the Commissioner for the commentary on Serious and Organised Crime set out at appendix B to the Commissioner's report and it was agreed that this report would be referred to the Planning and Performance Working Group to consider the context of the report and the importance of challenge on county lines.

The Panel made no observations with regard to the Performance and Scrutiny Report at appendix C to the Commissioner's report.

3. Police and Crime Panel Annual Report 2020-21

It was agreed that consideration of the Annual Report should be deferred until the next meeting to allow for inclusion of comments relating to performance measures for the Commissioner.

4. Update from the Working Groups

The activities of the Working Groups were outlined in the report attached to the agenda. In the absence of Mr Andy Davis, who chaired the Planning and Performance Working Group, Deborah Moseley, Senior Democratic Services Officer outlined the work of the Group and the recommendations for the work programme that were detailed in the report.

Councillor Christopher Kettle outlined the monitoring undertaken by the Budget Working Group and commended Sara Ansell, Treasurer at the OPCC, for her recent illuminating and helpful report. The report had precisely encapsulated key financial issues with a helpful commentary. He extended his thanks for the quality of this recent report.

The Panel accepted the recommendations for the work programme.

5. Work Programme

The work programme was noted.

6. Dates of Meetings

It was noted that, due to a clashing national event, the Commissioner had requested a change to the date of the next meeting in November and an agreed new date would be circulated in due course.

The remaining future meeting dates were noted.

7. Any Urgent Items

None.

8. 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 of Schedule 12A of Part 1 of the Local Government Act 1972.

9. Exempt Minutes

The exempt minutes of the meeting held on 18 March 2021 were confirmed as a true and accurate record and signed by the Chair.

Arising from the minutes, the Commissioner was invited to provide a general update in terms of the Evolve programme.

10. Complaints

None.

The meeting rose at 3.45pm

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Chair

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Philip Seccombe
Police and Crime
Commissioner
for Warwickshire

Report Title	Report of the Police and Crime Commissioner to the Police and Crime Panel
Report Prepared by	David Patterson OPCC Lead – Scrutiny and Performance
Report Prepared for	Police & Crime Panel 15/11/2021
Date	28/10/2021
Version	Version 1

Security Classification	OFFICIAL
Disclosable under Freedom of Information Act?	Yes

Report of the Police and Crime Commissioner for Warwickshire

Warwickshire Police & Crime Panel 15/11/2021

1. Introduction

The purpose of this report is to provide the members of the Warwickshire Police and Crime Panel with an update on my key activities, in my capacity as the Police and Crime Commissioner for Warwickshire, since the Panel's last meeting on Thursday 23 September 2021.

The report is more concise than usual to allow sufficient time at this meeting for the Chief Constable's address and for the Panel to review my draft Police and Crime Plan 2021-2025.

2. Chief Constable Address

Chief Constable Debbie Tedds has kindly agreed to address the Panel in the exempt session of the meeting, regarding the present and future challenges and opportunities that face Warwickshire Police. I'm extremely grateful to the Chief Constable for taking the time and trouble to do so, as her contribution to the meeting will enable informed discussion and present an ideal opportunity for members of the Panel to raise any questions or concerns that they may have regarding Warwickshire Police.

3. Police and Crime Plan 2021-2025

At the last meeting of the Panel I set out the progress made in developing my next Police and Crime Plan 2021-2025, as the Plan was still in development at that time an infographic of the proposed key priorities was provided for the advance information of the Panel in order to provoke early comment.

I'm pleased to be able to report that the draft Police and Crime Plan is now in a sufficient stage of development to present to the Panel for its formal observations and I very much welcome its considered views.

- **Appendix A - Draft Police and Crime Plan 2021-2015**

The intention from the outset in developing the new Plan was to produce a strategic document that was more concise and public-facing than the current one, making it more dynamic and providing a clear focus on the key priorities ensuring that they are quickly and easily understood and recalled.

This Police and Crime Plan 2021-2015 captures the pledges I made during my re-election in May 2021 and as such represents my mandate from the electorate. It also draws upon evidence gathered from three public consultations that have been conducted, namely the OPCC Public Priorities Survey 2020, Warwickshire County Council's 'You Say' Survey 2020, and the OPCC Budget Consultation 2020/21 - each of which sought to identify the concerns and priorities of the residents and communities of Warwickshire.

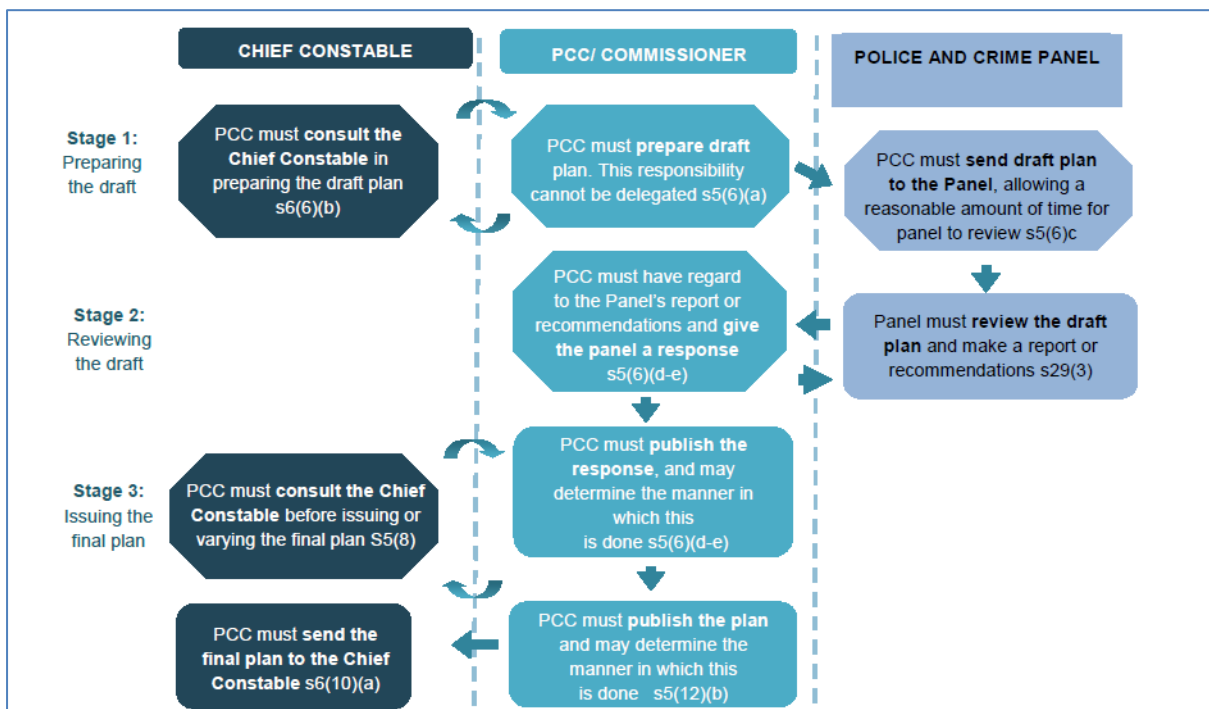
In presenting it to the Panel there is value in reiterating the basis for its production, in that the Police Reform and Social Responsibility Act 2011 brought about significant changes to the governance of policing in England and Wales and this included the introduction of Police and Crime Commissioners 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 operational delivery and secure and maintain efficient and effective local policing services.

Police and Crime Commissioners have statutory duties when formulating and implementing the Plan to:

- Achieve value for money.
- Make arrangements for engaging with local people.
- Have regard to the Strategic Policing Priorities.
- Have regard to the need to safeguard and promote the welfare of children.
- 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.
- Ensure that the Chief Constable fulfils their duties relating to equality and diversity.

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 infographic -



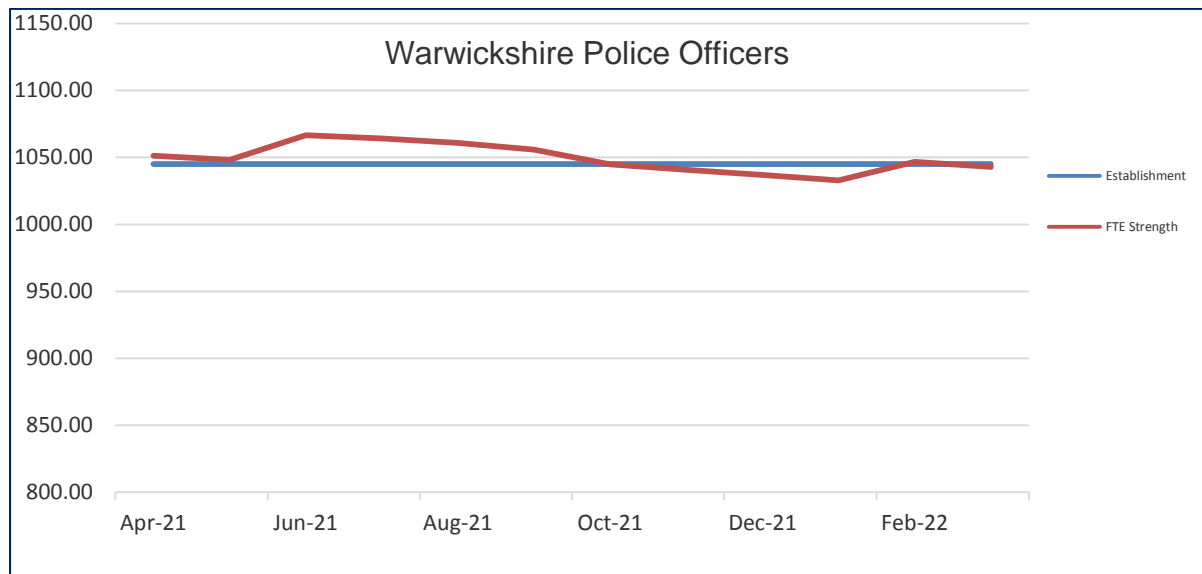
Development, Review and Publishing of the Police and Crime Plan

At the last meeting of the Panel, it was noted that there was no performance framework or delivery plan mentioned in the Plan and considered that without a performance framework there was less clarity in terms of the efficiency and effectiveness of the Plan. The Chair indicated that he would write to me on behalf of the Panel in respect of this point. I therefore note the letter of the 19 October that I received from the Chair, to which I have formally responded also by letter.

4. Warwickshire Police Establishment

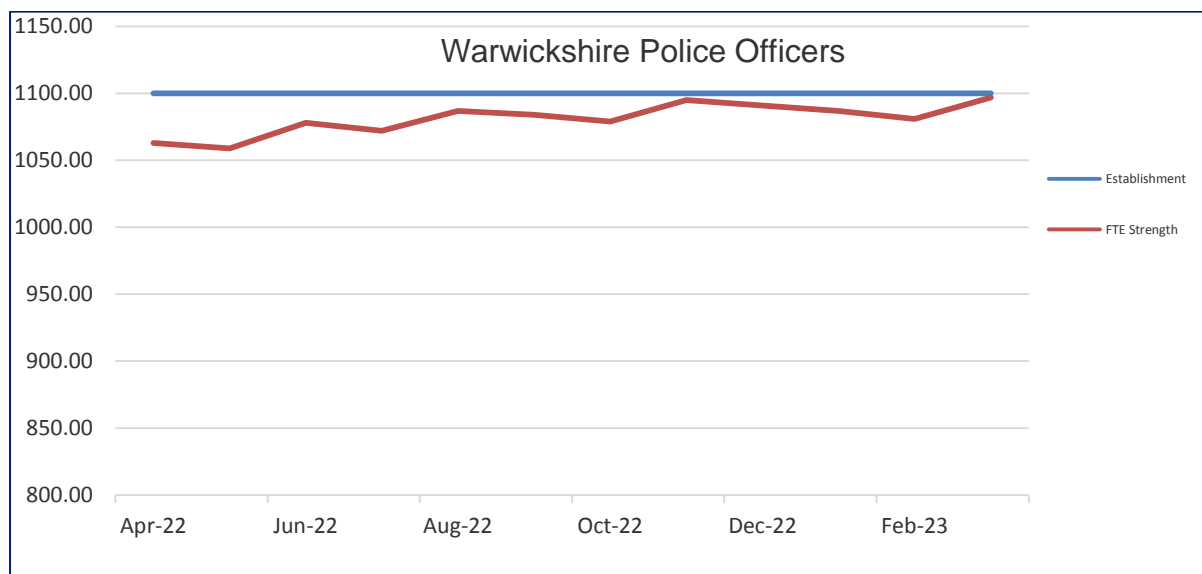
I have given an undertaking that the additional funding that tax payers across Warwickshire have contributed through the police precept would be used to increase the number of police officers in the county and ensure that policing numbers would top the 1,000 mark - one of the key priorities of my Police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

I am pleased to be able to report that this ambition has been achieved and the actual Full Time Establishment (FTE) strength of police officer numbers currently stands at 1055, against an establishment of 1045 officers, as the following graph illustrates: -



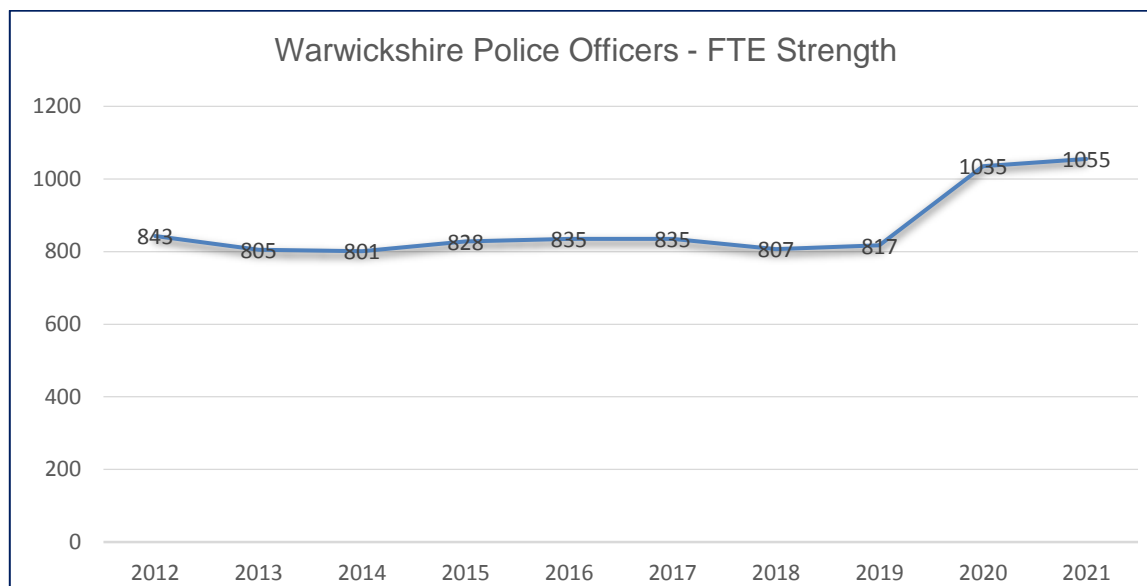
Graph 1 - Police Officer Establishment 2021/22

It is proposed that the police officer establishment will further increase to 1,100 officers during the 2022/23 financial year, as the following graph illustrates: -



Graph 2 – Proposed Police Officer Establishment 2022/23

At the last meeting of the Panel, information was sought on Warwickshire Police's establishment of police officers since the inception of Police and Crime Commissioners in 2012. This information is provided in the following graph: -



Graph 3 – Police Officer FTE Strength 2012 to 2021

5. Office of the Police and Crime Commissioner

The following provides an insight into some of the developments that have occurred since my last report to the Panel and also 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.

5.1 Gypsy, Roma Traveller

The Panel have requested as part of their work programme a report focussing on the leadership role of the Police and Crime Commissioner in working with partners on this subject.

As such a report prepared by Christopher Lewis, as the OPCC lead on this area, is attached for the information of the Panel: -

- **Appendix B** - OPCC Performance Scrutiny - September 2021.

5.2 Holding to Account

On Wednesday 10 November 2021, the latest meeting of the Police and Crime Panel Planning and Performance Working Group was held, chaired by Andy Davis and attended by the OPCC Chief Executive Officer, and Performance and Scrutiny Lead. The working group is to report to this meeting of the Police and Crime Panel.

The Police and Crime Panel may also wish to note the appended report 'OPCC Force Performance Scrutiny - September 2021', which serves as an example of OPCC scrutiny of Warwickshire Police's performance. The report was prepared for the last Performance Accountability Meeting (PAM) that was held on the 26 October 2021 between the Chief Constable and myself, providing 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 Performance Scrutiny - September 2021.

A 'spotlight' subject is also selected for each PAM to enable additional scrutiny on a topic of particular interest or concern, for the November PAM the important matter of Domestic Abuse and Violence Against Women and Girls was selected for deeper examination.

A list of these spotlight topics, both past and future, is as follows: -

2020 Spotlight Subjects

- 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 Spotlight Subjects

- January - Hate Crime.
- February - Cyber Crime.
- March - Change Management.
- April - Repeat Victims.
- June - Diversity.
- July - County-lines.
- August - Evolve Programme.
- September - Public Contact.
- October - Domestic Abuse and Violence Against Women and Girls.
- November - Road Safety.
- December - Sustainability.

2022 Spotlight Subjects

- January - Investigations and Outcomes.

5.3 Finance

On Monday 8 November 2021, the latest meeting of the Police and Crime Panel Budget Working Group was held, chaired by Cllr. Kettle and attended by the OPCC Chief Finance Officer and Chief Executive Officer. The working group is to report to this meeting of the Police and Crime Panel.

5.4 Funding Streams

5.4.1 Safer Streets

On Monday 11 October 2021, I was extremely pleased to report that the OPCC together with Warwickshire County Council's Community Safety team have secured £249,000 of additional funding from the Government's Safer Streets Fund to help make women and girls safer in public spaces across the county.

The funding has been allocated following a competitive tendering process and is intended to deliver a range of improvements in local areas across the county, focusing on locations that women and girls have identified as places they feel unsafe.

It will also fund educational programmes involving local residents to help reduce the fear of crime and ensure that communities are fully involved in creating safer spaces, with improved visibility and extended use of mobile CCTV cameras among the range of options. The funding will also be used to provide quick-time solutions in other rural parts of the county as and when new community concerns are identified.

Work to identify the full programme of areas where the Safer Streets funding will be used is ongoing and will be subject to continued refinement by partners based on public feedback.

Graffiti removal and other physical works to improve the public spaces will also be undertaken through the Community Payback scheme run by the National Probation Service

I'm absolutely committed to tackling the issue of violence against women and girls in collaboration with the police, Warwickshire County Council, National Probation Service and other local authority partners.

5.4.2 Domestic Abuse Perpetrator Scheme

The Safer Streets award compliments another tranche of Government funding that the OPCC has recently secured for Warwickshire, this time for a programme which provides interventions encouraging behaviour change to help stop perpetrators from committing domestic abuse.

This £200,000 Home Office award allows the Family Intervention Counselling Service to run a county-wide programme for perpetrators of domestic abuse who want to change their offending behaviour, focusing on therapeutic support, structured group work, individual work and intensive case management.

It's important that we take a holistic approach to improving women's safety, including how we can change the behaviour of men who are violent to women. The responsibility for such violence always rests with perpetrator and where there is a

genuine desire to change behaviour it is important this is supported and encouraged, whilst at the same time ensuring that there are always appropriate safeguards for victims and strong sanctions against those who continue to be violent.

6. Engagement

Whilst the impact of Covid-19 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 publics' concerns and to also discuss the action that I'm taking to address their issues.

The recent addition of an Engagement Officer to the staff of the OPCC will undoubtedly improve this position, as 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 explain my role and communicate the extent of my work and that of the OPCC.

7. 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.

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Philip Seccombe
Police and Crime
Commissioner
for Warwickshire

Warwickshire Police and Crime Plan

2021-25

Reduce crime, support victims, make communities safer

Draft: Version 1.5

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Message from the Commissioner

To follow.

DRAFT

Introducing the Chief Constable

One of the principal responsibilities of a Police and Crime Commissioner is to appoint the Chief Constable for the local force. In June 2021 I was delighted to select Debbie Tedds to be the new Chief Constable of Warwickshire Police, the first woman to hold the role in the more than 160-year history of the county police force.

Message from the Chief Constable to follow.

Policing in Warwickshire

- Each year Warwickshire Police receives 290,000 calls, of which 80,000 are for 999 emergency incidents.
- There are around 43,000 recorded crimes
- More than 11,000 domestic abuse cases are tackled every year.
- Annually around 4,000 offences are reported linked to cyber crime.
- Every year around 325 people are involved in collisions on our roads which result in death or serious injury.
- Warwickshire's population is growing – it is expected there will be an extra 24,000 people living in the county by 2025.

[Graphic to show latest force establishment]

How the plan was developed

As Police and Crime Commissioner, one of my main roles is to be the voice of the public on matters of policing and public safety. To do that, I need to engage widely and truly understand the issues that concern local people. That's why the priorities of this plan have very much been shaped by what you have told me; in the emails, letters and conversations I have had over the last five years of office, as well as during the election campaign.

They are backed up by extensive research, with detailed responses from our public consultations analysed to provide a rigorous evidence base to draw conclusions from. This includes a 10,000 person survey carried out in 2020 to ask you exactly what you thought the plan's main areas of focus should be. Other research, such as Warwickshire County Council's 'You Say' Survey 2020, the Crime Survey of England and Wales and feedback from victims of crime have also helped to shape my understanding of how you perceive policing and the criminal justice system.

I've also been careful to listen to the feedback you have given each year as part of the budget setting process, as how we finance the plan is just as important as what it delivers. I will focus resources on the areas you have highlighted, while always ensuring that the best value for money is achieved.

The work of sector advocates, such as the Victim's Commissioner, has also been considered when formulating the final priorities, along with input from the Chief Constable and partners across Warwickshire.

So while this plan is the mechanism for creating an even safer county for us all, the main priorities contained within it are set by the things you have told me through all these information sources, aligned with the expert opinions of those involved in the frontline of community safety. They are the issues which are raised as the most important or need the greatest focus within Warwickshire and they will always remain the foundation for my activity.

I will keep the plan under regular review to ensure it is continuing to address the right issues. I will engage extensively with communities across Warwickshire and if you tell me in the future that there are new issues which need to be addressed as a priority, or if there are major developments in national policy which demand change, I will refresh the plan accordingly to reflect these.

Your top priorities for the police locally

1. Respond quickly to emergency calls
2. Investigate and detect serious crime
3. Prevent and reduce serious crime
4. Focus on crimes committed against the vulnerable
5. Policing of online cybercrime
6. Provide a visible police presence in my neighbourhood

Source: Warwickshire Police/OPCC Public Perceptions Survey 2020

The crimes that concern you most locally

1. Having your home broken into and something stolen
2. Being a victim of cyber security crime
3. Having your car stolen
4. Having something stolen like a purse/wallet or bag
5. Having things stolen from your car
6. Being attacked by a stranger

Source: Warwickshire County Council Your Say Community Safety Survey 2020

Your priorities for grant funding

1. Protection of children
2. Sexual offences
3. Domestic abuse
4. Victim support services
5. Road safety
6. Mental health

Source: Warwickshire Police/OPCC Public Perceptions Survey 2020

National crime issues that concern you most

1. Knife crime
2. Supply of illegal drugs
3. County Lines crime leading to violence
4. Cyber crime
5. Fraud
6. Serious and organised crime

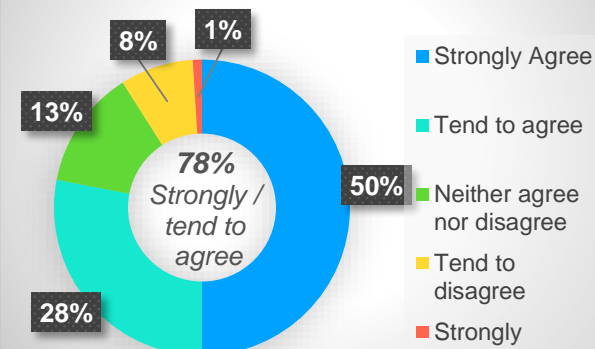
Source: Warwickshire County Council Your Say Community Safety Survey 2020

The aspects of victim care most important to you

1. Bringing offenders to justice at court
2. Safeguarding from harm
3. Being kept informed
4. Detection of the crime
5. Ease of contact
6. Initial action

Source: Warwickshire Police/OPCC Public Perceptions Survey 2020

Taking everything into account I have confidence in Warwickshire Police



Source: Warwickshire Police/OPCC Public Perceptions Survey 2020

Plan on a page

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. Fight crime and reduce reoffending

Shared outcome: Co-ordinated action disrupts and deters the most serious and harmful crimes and those which cause most concern to communities, with offenders brought to justice and less likely to reoffend.

2. Deliver visible and effective policing

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

3. Keep people safe and reduce harm

Shared outcome: Women and girls are protected from violence, vulnerable people are safeguarded and there is a sustained reduction in the numbers of people killed and seriously injured on our roads.

4. Strengthen communities

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

5. Deliver better justice for all

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 process.

Areas of focus:

Violent crime
County Lines and knife crime

Organised crime
Drugs, exploitation, fraud and cyber crime

Re-offending
Substance misuse, managing offenders

Extra officers
Including staff welfare and tackling officer assaults

Neighbourhood policing
Rural crime, burglary, vehicle crime and theft

Transforming the force
Better IT, buildings and fleet, including for the environment

Violence against women and girls
Including domestic abuse, sexual violence, stalking

Vulnerability
Mental health, hate crime and homelessness

Road safety
Reducing death and injury

Involving communities
Listening to people and using volunteers

Crime prevention
Supporting communities to deter criminal activity

Partnership working
Community safety and collaboration.

Victims and witnesses
Victim and witness rights and securing specialist support

Improved Communication
Across policing and the criminal justice system

Justice outcomes
Better investigations and timelier results

Delivering value for money for the taxpayer through a good and balanced budget and efficient and effective services.

Priority 1. Fight crime and reduce reoffending

Shared outcome: Co-ordinated action disrupts and deters the most serious and harmful crimes and those which cause most concern to communities, with offenders brought to justice and less likely to reoffend.

Focus areas:

Violent crime

While Warwickshire remains a safe place to live, work and visit overall, there are a number of crime types which cause considerable harm. It is my job as Police and Crime Commissioner to ensure that these offences receive a priority focus, with coordinated action taken to bring offenders to justice and reduce the harm caused to victims, their families and the wider community.

In recent years we have seen the rise of so-called 'County Lines' gangs as the drugs trade expands from the major metropolitan areas to smaller communities like Warwickshire. With it has come concerning levels of violence, including knife crime and gang-related activity, often involving young people and targeting some of the most vulnerable members of society as victims.

I know residents want to see concerted police action taken to address violent crime. I will support Warwickshire Police in taking a zero-tolerance approach, with particular emphasis on knife crime and gang-related activity, as well as alcohol-fuelled crime. I will also look to maximise the opportunities to gain additional funding for Warwickshire from governmental schemes to make our public spaces safer and feel safer for all.

Police action alone will not solve the societal problems that underpin violent crime, so a strong partnership approach is needed. I will support and play an active part in the formulation of a county-wide violent crime strategy. This will develop a better understanding of the problem and help direct coordinated action to reduce the levels of offending.

I will also help to fund initiatives which work with young people to emphasise the dangers and consequences of carrying knives, helping them make better life choices. Through timely and effective interventions, I want to prevent young people being drawn into violence.

Organised crime

Serious organised crime impacts on many aspects of life. As well as the trade in illegal substances, organised crime groups seek to profit from modern slavery, human trafficking and child exploitation, while the online realm is another where fraudsters and scammers seek to take advantage of our increasing reliance on digital systems.

Highly organised and methodical in how they plan and carry out their offending, organised crime groups require a concerted effort to apprehend, particularly as they are no respecters of police force or indeed national boundaries.

I will ensure that Warwickshire Police continues to work closely with local partners, regional forces and national police and intelligence agencies to identify, apprehend and deter serious organised crime, bringing offenders to justice and safeguard the vulnerable. I will also continue to support the multi-agency Serious and Organised Crime Joint Action Group founded by my office to guide the local fightback against organised crime.

While the actions of organised crime groups can impact vulnerable individuals, it can also affect large sections of the population through fraud and online crime. With cyber offences now making up the most likely way that people will experience crime, a more comprehensive response is needed. I will ensure the force puts a greater priority on tackling these types of offence while also taking an active interest in how online crime is dealt with at a national level, as a new fraud and cybercrime reporting and analysis service is procured.

Re-offending

Another major focus under this plan must be to reduce the level of re-offending. All too often, people become locked into a cycle of crime, which is both personally destructive but also has a wide impact on the communities their offending takes place in. Every life successfully diverted away from crime means a set of potential victims of crime being spared.

The underlying causes of criminality need to be addressed, including drug and alcohol misuse, mental health difficulties, employment, training and accommodation needs. This includes ensuring there is adequate provision in place to reintegrate ex-offenders successfully into the community on release from prison.

Overall, the whole criminal justice system must see reducing reoffending as a key part of its work and I will use my position as Chair of the Local Criminal Justice Board to influence partners and ensure this is the case.

A multi-agency approach is also needed to manage the most complex of offenders, involving police, criminal justice agencies and other partners such as housing to ensure communities remain protected.

I will look to support organisations which help to break the cycle of crime by continuing to commission services which provide drug and alcohol interventions to those in the criminal justice system, while also supporting other schemes which support offenders and reduce reoffending through my Commissioner's Grants Scheme.

What success will look like:

- Reduced levels of serious violence, including knife crime, murder and other forms of homicide.
- Increased activity takes place to disrupt organised crime groups, leading to successful prosecution of offenders.
- Vulnerable people are safeguarded from modern slavery, human trafficking and child exploitation, with perpetrators brought to justice.
- A county-wide violent crime strategy is in place, with police working with partners to identify potential victims and perpetrators.
- Regional and national resources are maximised to support local investigations of serious and organised crime.
- Crime which emanates from outside Warwickshire, including County Lines, will be deterred.
- An improved collective response is given to fraud and cyber-crime, including support for victims and better crime prevention awareness.
- Innovative and effective initiatives to support offenders to break the cycle of crime will be supported.
- Reduced reoffending throughout Warwickshire.

Priority 2: Deliver visible and effective policing

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

Focus areas:

More officers

Successful policing requires a mix of the right numbers of personnel doing the right things at the right time, responding to the concerns that matter most to the local community. This must all be achieved while ensuring the best possible value for money for the taxpayer. These ingredients, if crafted correctly, add up to a strong and resilient police force which is both effective at what it does and has the confidence of the people it serves.

Over the past five years I have been able to build strong foundations in all of these areas. Warwickshire Police has seen among the largest percentage increases in officer numbers, with record recruitment helping to restore figures back to pre-austerity levels. I now want to go even further, taking Warwickshire Police's establishment to an all-time high of 1,100 police officers by the end of 2022 and more beyond. Extra officers not only help to boost police visibility but also allow the Chief Constable the capacity to strengthen policing across the board, including within specialist teams tackling more hidden types of crime.

As a former Army Reservist, I am incredibly supportive of the role volunteers can play in policing. I want to see an expansion of the Special Constabulary within Warwickshire, with efforts to recruit more members, who have the same powers as regular officers but give their time freely to support their local community. There are opportunities to support specialist policing activity and bring skills from other sectors into policing, while neighbourhood policing can be further bolstered with individuals who will remain local to their community.

Policing remains a demanding and at times difficult job. The impact that this has on the wellbeing and mental health of individuals and their families must never be overlooked. I will work with the Chief Constable to continue ensure that all of the workforce feels both valued and well supported, with the right level of help and understanding in place to assist them when times get tough.

This also means tackling the rising tide of assaults against police and other emergency services staff. Nationally, a police officer is assaulted every four minutes, while colleagues in the ambulance service and across health and social care systems report similar concerns. I will continue to advocate for strong measures at a local, regional and national level to ensure that those responsible are brought to justice swiftly, receiving the right sentences to make it clear that such behaviour is completely unacceptable.

Neighbourhood policing

In return for increased officer numbers and providing strong support for the welfare of the police workforce, the public expects to receive a high standard of service, wherever they may be in Warwickshire. While there may be different priorities and challenges in urban areas or more rural parts of the county, the desire for a fair and consistent approach to solving community concerns is the same.

I have listened closely to what communities have told me are the types of crime that cause them the greatest concern. It is important these are given particular focus by the force. For example, while burglaries have reduced considerably in recent years, it remains a particularly distressing crime for victims. It is vitally important therefore that the response from the police is right. I will ensure that the force places a priority on bringing offenders to justice, with practical support for victims to help them cope and recover. I will invest in improved forensic science services to support the investigation of these and other high-impact crimes.

There is also considerable concern about vehicle crime, particularly with the rise in the theft of vehicles with keyless entry systems. Warwickshire Police's proactive team is having good successes and I will ensure that its work continues to be resourced effectively, along with increased efforts to reduce the numbers of offences taking place through better crime prevention education.

For other forms of acquisitive crime, such as theft and robbery, I will ensure the force has the technology and training needed to keep our streets safe, working with partners to reduce these types of offences from occurring. Theft from shops is a crime with real victims and must be taken seriously, especially where retail staff are confronted with violence. I will challenge the force to ensure retail crime is given an appropriate priority, with prompt responses where violence is reported or suspects are detained.

For our residents, Safer Neighbourhood Teams (SNTs) are the heartbeat of policing and a key point of contact. By taking a problem-solving approach and working with residents and other partners, they can find long-term solutions to a range of concerns. I want to see the role of SNTs protected and enhanced, ensuring they can engage effectively with communities, understand local concerns and explain what action they are taking.

In our rural areas there are other specific concerns, such as theft of agricultural equipment and livestock, wildlife crime and problems caused by large-scale fly-tipping. Through the [Rural Crime Strategy](#) I will continue to ensure these have a high profile, supporting the force's Rural Crime Team to further develop and grow, with more people, training and equipment.

Transforming the force

For our police to be as efficient and effective as possible, they must be backed up by IT systems that are modern and fit-for-purpose. I will deliver further major investments in IT to enable agile working and reduce bureaucracy, while also reflecting the changes to working

practices, accelerated during the pandemic, which support mobile working. Better digital services and information sharing with partners will also result in better data to inform how the force is run and enable more sophisticated intelligence gathering opportunities.

The buildings and fleet used by the force also need to reflect the changing world around us. Through a full review of the police estate I will safeguard the presence of policing teams in our major population centres, retaining their physical footprint while also looking at ways to maximise how accessible they are to the public and ensuring we provide visibility in all parts of the county.

As a major employer and provider of services, Warwickshire Police must make its contribution to the climate change emergency. I will ensure that the force works to reduce its carbon footprint across its estate, vehicle fleet and in its supply chains, with the longer term ambition to minimise as far as possible the environmental impact of policing.

The overall output of a transformed force must be sustained improvement in its performance, in terms of how it investigates crime, supports victims and protects people from harm. I will take heed of Her Majesty's Inspectorate reports and other forms of independent scrutiny, while also publishing regular performance reports on my website.

What success will look like:

- Warwickshire Police has 1,100 police officers by the end of 2022 and more beyond, with the right support services, IT and equipment in place to enable frontline policing to function efficiently and effectively.
- The workforce is more representative of the communities it serves and is able to recruit and retain the best people.
- There will be increased numbers of Special Constables and other forms of volunteering to assist frontline policing.
- The welfare of officers and staff is seen as a priority, particularly mental wellbeing, with support provided which is consistent with that offered to victims of crime.
- Crimes of community concern, such as burglary, vehicle crime, theft and robbery receive a strong focus from Warwickshire Police.
- Rural crime retains a high profile, with increased resources to catch offenders and support crime prevention measures.
- Police respond promptly to reports theft and robbery, particular at retail premises when staff are threatened or offenders are detained.
- Residents understand who their Safer Neighbourhood Teams are and how to contact them, with regular engagement with communities to understand concerns and feed back on actions taken.
- Police officers and staff will be supported with the right technology to deliver their roles effectively.

- The police estate is fit-for-purpose and opportunities for partnership co-location maximised.
- The environmental impact of policing is minimised and the force's carbon footprint reduces.
- Police performance shows continued improvement, with Her Majesty's Inspectorate ratings of at least 'good' or equivalent rating across all inspection areas.

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Priority 3: Keep people safe and reduce harm

Shared outcome: Women and girls are protected from violence, vulnerable people are safeguarded and there is a sustained reduction in the numbers of people killed and seriously injured on our roads.

Focus areas:

Violence against women and girls

Every year more than three million women in the UK experience rape and other forms of sexual violence, are the victims of domestic abuse, coercion, stalking, trafficking and sexual exploitation or are subject to so-called 'honour' crimes such as female genital mutilation. That's why I believe we need to see changes, both in the manner in which the state deals with these types of crime, and the efforts we put in to prevent them happening.

I want to ensure that the work already underway to tackle violence against women and girls accelerates further and delivers better outcomes for victims. I will support the formulation of a new county wide strategy to co-ordinate activity across all relevant agencies. Together we must make it clear that such violence is unacceptable and that agencies will do everything possible to support victims and bring perpetrators to justice. It will be important for policing, in particular, to demonstrate significant progress in this area and I will hold the force to account to do so.

We must also ensure that misogyny has no place within the police, criminal justice agencies or wider society as a whole. Confidence in policing and the way it tackles issues of misogyny in its own workforce needs to be restored, through the enforcement of the highest standards of officer and staff conduct. Victims also need to be reassured that criminal justice processes are supportive and effective and that those responsible for misogyny will be made to properly account for their actions.

Through all of this activity, a net aim must be to bring more offenders to justice and I will use my influence with partners at a local and national level to ensure that the appropriate resources are put in place to drive forward this agenda. This must be allied to ensuring the rights set out in the Victims' Code are also consistently delivered. Priority 5 has more detail on this.

The new [Domestic Abuse Act](#) gives additional powers to the police and I will ensure there are used effectively to bring meaningful consequences for perpetrators. I will hold Warwickshire Police to account in making effective use of domestic abuse protection notices, domestic abuse protection orders and restraining orders to ensure that victims are properly safeguarded.

To prevent re-victimisation I will also seek to fund high-quality programmes that educate and divert perpetrators from their violent and abusive behaviour, while I will continue to fund and co-commission high-quality support services for victims of domestic abuse. This ensures a holistic approach to domestic abuse that has victims and survivors at the centre.

Stalking and harassment offences are no less distressing and frightening for victims. Whether occurring in person or online, incidents must be taken seriously by the police, with measures put in place to protect the victim and ensure they do not come to harm. I will work with Warwickshire Police to ensure that officers have thorough training and are able to identify and take action against perpetrators at the earliest opportunity.

With women and girls at substantially greater risk, it is appropriate to take a gendered-focused approach to tackling these crimes, while also ensuring that there is also appropriate support for male victims, along with other groups and individuals.

With all hidden crimes it is also important to encourage more victims to come forward and report, in the knowledge that they will be taken seriously. For this reason, in these crime categories, a measure of success will actually be for crime reports to increase, though this must be aligned to all victims being offered high quality support to help them cope and recover, balanced by the assurance that repeat victimisation is reducing.

Vulnerability

Vulnerability plays a key role in both making people more susceptible to becoming a victim and impacting on their likelihood of being the perpetrator of crime and anti-social behaviour. People with mental health issues, in particular, account for a significant proportion of those who come into contact with the police. However, the police service should not end up being the service of first resort for what are essentially health-related issues, with people in crisis needing the right help from an appropriate health service. I will work to improve the multi-agency approach to ensure that the right response is provided to those with mental health needs in the criminal justice system and the wider community, to reduce the burden on policing.

The link between homelessness and vulnerability through drug and alcohol use is also well known, as is the impact it has on driving people towards crime and increasing reoffending rates. I will work with partners to help identify the local drivers to homelessness and the links to offending, supporting the efforts to tackle these through the county's Homelessness Strategy.

Despite much progress in society, incidents where people are targeted with hatred because of who they are still remain too frequent. Recent national and international events have only served to underline the need to continue to address the issues that underpin hate crime. As part of the Warwickshire Hate Crime Partnership, I will work to make it clear that hatred will not be tolerated in Warwickshire, improve awareness of how to report incidents and ensure specialist help and support is available for victims.

Vulnerable adults who come into contact with the police need to be able to understand their rights to effectively engage with police enquiries or the court process and for fair outcomes to be achieved. To strengthen existing arrangements, I will establish a new Appropriate Adults scheme using trained volunteers to assist those over 18 who may need support.

Road safety

On average, each day sees a serious collision occurring and more than 30 lives lost each year in Warwickshire through road traffic collisions. Making our highways safer for all road users must therefore be a focus for the work of the police and other road safety professionals.

As chair of the re-invigorated [Warwickshire Road Safety Partnership](#), I want push for innovative solutions to put the county at the forefront of road safety nationally. This will involve a combination of education, engineering and enforcement to develop a safe systems approach, which encourages responsible road use.

Through my Road Safety Fund I will support a range of initiatives targeted at the most vulnerable road users while also pursuing behavioural change among those who are reckless risk takers. I will also support communities to play a full and active part in making our roads safer, including schemes such as Community Speed Watch.

I will use my position as a board member of the [Road Safety Trust](#) to further support the work locally on road safety.

Overall, our collective target must be to work towards a safer highways network for all road users, with sustained reductions in the numbers of people killed or seriously injured.

What success will look like:

- Victims are confident to report harmful offences which have traditionally been under-reported, including rape, child sexual exploitation, domestic abuse, hate crime, modern slavery, stalking and harassment and other high-harm offences.
- There is increased confidence in the policing response to violence against women and girls.
- There is demonstrable progress in tackling misogyny within policing, criminal justice systems and the wider community.
- More offenders who commit crimes of violence against women and girls are brought to justice.
- There are improved outcomes for victims of domestic abuse, rape and serious sexual assault.
- There are fewer people who become repeat victims of domestic abuse.

- Vulnerable children and adults are safeguarded.
- People in a mental health crisis are dealt with by the most appropriate agency at the point of first contact and are supported when in the criminal justice system.
- Fewer people are pushed into the criminal justice system through homelessness.
- Increased awareness of and reporting of hate crime, modern slavery and exploitation, with improved satisfaction from victims in the way with which incidents are dealt with.
- Our roads are safer, with fewer people killed and seriously injured.
- Warwickshire is seen nationally as a leader in innovative road safety solutions and interventions.

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Priority 4: Strengthen communities

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

Focus areas:

Involving communities

It is also hugely important that the public's voice is fully heard by police and other agencies. That's why I am committed to continuing an extensive and expanded programme of engagement and consultation. I will meet with communities across Warwickshire at a variety of events and community meetings, using the feedback gained to ensure that the police and other agencies remain focused on the issues that matter.

This is particularly important for groups and individuals who are traditionally under-represented are actively engaged with and given the opportunity for their voices to be heard. Young people in particular are often overlooked by policy makers and I am keen to ensure that that opportunities are provided for them to be active and productive citizens. I will also continue my support of the Police Cadets, including the nomination of two PCC Cadets each year who can assist me with my engagement activities.

I will also actively support the Citizens in Policing Programme, including the successful [Citizens' Academies](#) organised by Warwickshire Police. Those taking part leave with a boosted knowledge of policing and may become more involved in the wider police family through Neighbourhood Watch or the force's Independent Advisory Groups.

Ensuring the safety and welfare of individuals when they come into police custody is also of critical importance. I will continue to organise Independent Custody Visiting Schemes for our custody facilities at Leamington and Nuneaton, ensuring that all feedback from the unannounced visits is acted upon swiftly.

Crime prevention

Preventing crime is just as important as detecting crime once it has occurred. A crime that doesn't occur is a victim that hasn't been created. By having a sustained focus on prevention, we can reduce the damage caused by crime, both in economic terms and to the lives it ruins.

Police have an important part to play in crime prevention and I will hold the Chief Constable to account in ensuring that it is as much a part of police activity as the investigation and detection of crime. When crimes do occur, I also want to ensure that victims receive the right advice to help them avoid becoming repeat victims.

This will involve closer partnership working to help our communities become more crime aware and encourage them to take the necessary precautions to ensure life is made difficult for criminals. Community safety partners are also central to these efforts and I want to encourage better coordination with the police to ensure that there is a clear vision of how crime prevention can be achieved. To assist with this activity I will continue to fund a range of crime prevention specialists in areas such as business crime and cyber crime, who can work with residents and businesses.

I will also continue to encourage citizen participation, including supporting the work of groups such as Neighbourhood Watch, Horse Watch and Business Watch schemes, which provide not only a deterrent effect on criminal activity but can help spread effective crime prevention methods to a wide audience. Overall, I want to ensure that our communities are doing all they can to make life difficult for criminals and send the strong signal that Warwickshire is not an easy target for crime.

Partnership working

Community Safety Partnerships (CSPs) have an important role in reducing crime in their local areas. They are best-placed to respond to the threats and concerns which matter to their communities and bring innovative solutions to the table. I will continue to support their activities in support of the overall vision of this plan.

I know that a frequent concern for local communities is the disruption caused by unauthorised traveller encampments and this is an area where coordinated partnership activity is essential. Police and their partners need to work closely with landowners to take swift action to deal with unlawful activity, while there is also a need to ensure that law-abiding members of the travelling community are not unfairly targeted and victimised. Previously, I brought together all of the partners and developed the county-wide protocol on dealing with unauthorised encampments and I will continue to monitor its effectiveness. I will also support local authorities in their efforts to provide appropriate transit sites for the travelling community, as this is key to reducing the issues caused by unlawful incursions on public and private property.

As Commissioner, I have a duty to ensure that opportunities to deepen partnership working are kept constantly under review. To help me do this, I will continue to chair the local Blue Light Emergency Collaboration Joint Working Group, which comprises not only the police but fire and ambulance services and mental health agencies. Through this group I will examine how closer working would benefit the community and deliver greater efficiencies. I will also continue to support close working relationships with our regional police forces.

The role of police and crime commissioners continues to evolve and in future could extend to having a greater remit for the criminal justice system and possibly also fire governance. I will keep these developments closely under review and will look to maximise opportunities to deliver more joined-up and effective services which deliver better value for money for the taxpayer, as and when they arise.

What success will look like:

- Joint engagement will ensure we understand communities and respond to local concerns.
- Young people and other under-represented groups will have a voice to influence how services are delivered.
- Public involvement with community safety agencies will build understanding and resilience in our communities.
- Independent scrutiny will build confidence in the way in which the police safeguard rights and welfare.
- Communities will become more resilient to crime, taking practical steps to reduce their chances of becoming a victim.
- All relevant authorities will be held to account in meeting their duties to protect their local communities from crime.
- Protocols to tackle unauthorised traveller encampments across the county are effective and numbers reduce.
- The impact of anti-social behaviour is reduced through better partnership working and evidence-based solutions.
- Opportunities to collaborate with other bodies inside and outside of policing are pursued where there is mutual benefit and it results in a more efficient and effective service for the public.

Priority 5: Deliver better justice for all

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 process.

Focus areas:

Victims and witnesses

No one asks to become a victim of crime, nor can they choose the services which investigate, prosecute and ultimately bring offenders to justice when they do. That's why it is vital that the institutions which make up the criminal justice system work effectively and cohesively, from the first point of contact to the final resolution of the issue.

Victims and witnesses need to be supported throughout the process, both with emotional and practical help, as well as being kept informed as to the progress of their case. Despite clear progress in recent years, it's clear from the work of the national Victim's Commissioner that more still needs to be done to ensure this is the case and that victims are truly confident in the criminal justice process.

As Chair of the Local Criminal Justice Board (LCJB), I will bring together all those responsible for the administration of justice, including youth justice services, probation and victim and witness support organisations. I want to ensure that all agencies put concerted effort in placing victims and witnesses at the heart of everything they do.

One of the key ways to do this is to listen to victims and my office will continue to chair the Warwickshire Victim and Witness Forum to ensure their feedback is both heard and acted upon. I will also keep under active review how my Warwickshire Victims and Witnesses Charter is being implemented, to ensure that the national [Code of Practice for Victims](#) is being adhered to in Warwickshire. This sets out 12 rights to which victims are entitled, along with a minimum standard that must be provided by criminal justice agencies.

I will continue to commission high-quality support in place for all victims of crime, with specialist services for those affected by the most serious offences, including victims of sexual assault and rape, domestic abuse, child sexual exploitation and other sensitive and complex offences. I will hold the Chief Constable to account in ensuring these integrate effectively across all aspects of the force's work, with the

aim of further boosting the take up of these services. Similarly, I will use my Commissioner's Grants Scheme to give funding to organisations in the voluntary and charitable sector who work with victims and also help with the rehabilitation of offenders.

Improved communication

In the majority of cases, the beginning of the journey for any member of the public interacting with the criminal justice system is the first contact they have with the police. Whether that's by getting in touch online, through face-to-face with an officer or as a result of telephoning 999 or 101, the ease and success of that first contact makes an indelible impression about the professionalism and responsiveness of the service. Too often there are barriers to that success. I want to ensure that whenever and however people make contact with Warwickshire Police they are left with a good impression and are happy with the service they receive.

Key to this is implementing better overall communication with a strong victim-focus and a customer service ethos. I will work with the force to ensure staff have the appropriate training and support to enable this. Technology will play its part and I will support the force to continuously improve its digital contact methods, however, this must not be at the expense of other more traditional methods of contact which remain important to communities. This includes ensuring that front office facilities are readily available to the public and deliver a friendly and helpful welcome to those who use them.

Similarly, improvements need to be made in the way criminal justice agencies and the courts communicate with victims and witnesses. The public expects a seamless joined-up approach but with many different agencies involved, the reality can be different. Communication can and should be improved to give victims more confidence, especially those who have suffered domestic abuse and sexual violence. Through the LCJB I will encourage all agencies to work more closely together, with a victim-first perspective brought to all aspects of their work. Removing any barriers to accessing justice and ensuring there is no racial disparity in the system will be hugely important aspects of this work.

Despite countless thousands of successful interactions, sometimes things will not go well or people will do the wrong thing. As well as providing an effective remedy in these circumstances, it is important there is learning from mistakes, as well as accountability for serious wrong-doing. As part of my focus on improving communication, I will work with the force to ensure its complaints process sets the standards for interactions with the public and is both effective and fair and, importantly, is seen to be so, with timely resolution of issues. I will support improved practice, while maintaining my independence from the process due to my role in assessing complaint reviews.

Justice outcomes

Bringing criminals to justice and achieving the right outcome for victims is more than simply arresting suspects and placing them before the courts. The whole justice system is complex and daunting for many victims and witnesses and feedback shows that not enough is

done to explain the processes or to ensure that the victim's wishes are properly considered. It can also take far too long for victims to get an outcome at court.

The effects of the pandemic have only served to heighten these concerns. A survey in 2021 by the Victim's Commissioner found that just 43% of victims would report a crime again based on their previous experiences of the criminal justice system. Just half would attend court again, down from 67% in 2020. This is clearly concerning and ensuring that victims have greater confidence and receive better outcomes must be a collective goal.

As the remit of Police and Crime Commissioners grows across other aspects of the criminal justice system, I want to use my position to positively influence change and improvement. Within policing, I will hold the Chief Constable to account in ensuring that crimes are investigated effectively, with the right evidence gathered to enable the Crime Prosecution Service to prosecute cases. In my role as Chair of the Local Criminal Justice Board, I will look to ensure that all agencies locally are working together effectively to deliver better outcomes for victims.

One powerful way that can allow victims to have their voices heard, get questions answered and make a plan to move forward is restorative justice. This gives victims the opportunity to explain to the perpetrator the harm that has been caused, while being supported and listened to by a trained facilitator. Evidence shows that in many cases this helps both victims and offenders to repair the damage of offending behaviour, while diverting people away from the criminal justice system in the longer term. I will work to ensure that restorative justice is further embedded across Warwickshire, with greater uptake from victims.

What success will look like:

- Crime investigations are carried out to a high standard, dealing effectively with offenders and ensuring the best outcome for victims.
- Satisfaction with the experience of interacting within the criminal justice system improves.
- Victims know, understand and receive their full entitlements under the Victims Code of Practice.
- High quality specialist support remains available and accessible for victims, with increased referrals from police and other agencies.
- The overall experience when contacting the police and progressing through the criminal justice system is improved.
- There is a reduction in the number of complaints against police, with problems resolved swiftly and satisfactorily.
- The lived experience of victims helps to shape and improve criminal justice processes.

- There are increased numbers of successful outcomes through the criminal justice system.
- Reduced reoffending is encouraged through effective use of out of court disposals such as restorative justice.

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How the plan fits with other national and local priorities

This plan does not stand in isolation and works in combination with a range of other national and local programmes and priorities.

National priorities

Strategic Policing Requirement

As well as the priorities set locally, all police forces are required to demonstrate that they have the plans and capabilities to respond to six national security threats set by the Home Secretary.

This is called the Strategic Policing Requirement (SPR), which identifies the current threats as follows:

- Public disorder
- Civil emergencies
- Serious and organised crime
- Terrorism
- National cyber security incidents
- Child sexual abuse.

These threats have been assessed and selected from the National Security Risk Assessment on the basis that they either affect multiple police force areas or may require action from multiple forces, resulting in a national response.

I will ensure that sufficient funding is made available to maintain Warwickshire Police's contribution to the SPR and I will hold the Chief Constable to account in responding to these national challenges. I will also work with the other Police and Crime Commissioners in the West Midlands to ensure that where regional capabilities are required to meet the SPR, these are fully in place.

Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services will also continue to assess Warwickshire Police's capacity and capability to respond to each of the identified threats.

Policing Vision 2025

The Policing Vision 2025 sets out the future for policing and will shape decisions about how police force areas use their resources to keep people safe and provide an effective, accessible and value for money service that can be trusted. It has been developed by the National Police Chiefs' Council and Association of Police and Crime Commissioners, in consultation with The College of Policing, National Crime Agency, staff associations and other policing and community partners. All Chief Constables and Police and Crime Commissioners in England and Wales have signed up to the Vision.

Beating Crime Plan

The Government's Beating Crime Plan represents a commitment from the very top to tackle crime and ensure everyone has the security and confidence that comes from having a safe street and a safe home. I will work with the police and local partners to deliver on the government's ambitions, which align squarely with the priorities you want to see delivered here in Warwickshire.

Other national strategies

There are a range of other national strategies which this plan has been designed to complement. They include the [National Policing Digital Strategy 2020/30](#), which outlines how digital can transform key dimensions of the police's operational activity and other plans which set out how policing and other agencies will tackle issues such as violent crime, violence against women and girls and the policing sector's response to the climate emergency.

Local priorities

Effective partnership working is vital to achieving the objectives set out in this plan. Working together to achieve a safer Warwickshire is vital, not only to ensure pressures on resources can be alleviated but also to maximise the effectiveness of combined activities. I remain fully committed to working in partnership with Warwickshire County Council and Community Safety Partnerships to achieve this. For this reason, the plan will work alongside the Community Safety Agreement to demonstrate the firm commitment we share to address the priorities and objectives you have told us are most important.

Equally, this plan must help to direct the force's strategic direction and the further development of the Warwickshire Police [Fit for the Future 2020-25](#) programme.

Similarly, the plan also takes into account developments in the criminal justice arena and will complement the strategic plans of the Local Criminal Justice Board.

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Equality and diversity

As Commissioner, I have a statutory duty to hold the Chief Constable to account on the delivery of public equality duties, as described in the [Equality Act 2010](#). The legislation legally protects people from discrimination in the workplace and in wider society. It also means that public bodies have to consider all individuals when carrying out their day-to-day work – in shaping policy, in delivering services and in relation to their own employees.

In fulfilling these duties, I want to ensure that the police and other criminal justice agencies work to eliminate discrimination, advance equality of opportunity and foster good relations among all communities as they deliver their work.

Within policing, the recruitment of extra officers provides the opportunity to ensure that the makeup of the workforce is truly representative of the many diverse communities who live and work in Warwickshire. Through a strong Positive Action programme, I want to encourage more people from communities and backgrounds who are less represented currently to consider joining Warwickshire Police in any of the many roles available. The programme will also help to develop and encourage people to stay and progress within the organisation and help find future leaders.

There remain disparities which draw particular concerns from the public and it is important to ensure there is independent scrutiny of these areas to help build trust and confidence. Use of force and stop and search powers by the police are two such examples where, when used proportionately and with sufficient grounds to justify their use, can be effective in tackling criminal activity. They do however remain deeply divisive, particularly among Black, Asian and Minority Ethnic individuals who feature disproportionately in the statistics. I will work to ensure there is proper independent scrutiny in place, with detailed analysis undertaken to understand the disparities in the use of these powers. Where these exist without explanation, I will hold the police to account in reducing them.

Across the wider criminal justice system there is concern about racial disparity, as highlighted by the [Lammy Review of 2017](#). Through the Local Criminal Justice Board I will monitor how well local agencies are working to address racial disparity. It is essential that the disparities in the treatment of and outcomes for Black, Asian and Minority Ethnic people are understood and firm action taken to eliminate them. Only then can the public have full confidence in a justice system that is fair, open and accessible to all.

I must also ensure that the services I commission either jointly with partners or independently as an office are accessible to all. My commissioning principles will include undertaking needs assessments for services to ensure they are inclusive and that any barriers to access are identified and removed.

Keeping track of progress

In delivering this plan I will use a wide range of different information to assess how well the priorities are being delivered. Each priority already has a set of indicators of success and I will use information drawn from a variety of sources to evidence progress.

This will include police data and publicly available performance information, such as the Warwickshire Police Performance Dashboard, Her Majesty's Inspectorate of Constabulary and Fire & Rescue Service (HMICFRS) reports, partnership information, internal and external audit reports and public consultations. Satisfaction measures will be evidenced through the Crime Survey of England and Wales together with other surveys of victims of crime.

In drawing conclusions from this wealth of data, I will be using the following key questions to gauge the overall success of delivery of the plan:

1. How safe do people feel in our communities?
2. How well are we preventing and reducing crime?
3. How well are vulnerable people safeguarded?
4. How safe are people on our roads?
5. How well are we doing at reducing re-offending?
6. How well are victims supported to cope and recover from the effects of crime?
7. How well do victims and witnesses engage with the criminal justice process?
8. How confident are people in the police?
9. How confident are people in the criminal justice system?

Achievements against the Police and Crime Plan will be formally reported to the Warwickshire Police & Crime Panel and to the public through an Annual Report, which will be published on my website.

National Crime and Policing Measures

The National Crime and Policing Measures set out the Government's key national priorities on crime, with an emphasis on pursuing reductions in crime:

- Reduce murder and other homicides
- Reduce serious violence
- Disrupt drugs supply and county lines
- Reduce neighbourhood crime
- Tackle cyber crime
- Improve satisfaction among victims – with a particular focus on victims of domestic abuse.

The objectives of my Police and Crime Plan have been formulated with these priorities in mind and I will report to the public how Warwickshire Police is performing against these measures, with data published at regular intervals on my website.

Holding to account

On your behalf, I want to ensure that all agencies are working together to reduce crime, support victims and make communities safer. I will do this through regular engagement with communities, the police, partners and community safety organisations, so I have an ongoing understanding of local policing and criminal justice needs. This in turn will allow me to:

- Have regular meetings held in both public and private to hold the Chief Constable to account for the delivery of an efficient and effective police service
- Undertake performance accountability meetings with the senior team across the force to assess all aspects of policing.
- Receive quarterly budget monitoring reports to ensure a balanced budget is delivered.
- Ensure delivery against the Strategic Policing Requirement.
- Use my role as Chair of the Local Criminal Justice Board to monitor the provision of an effective and efficient criminal justice system in Warwickshire.
- Review and respond to reports from Her Majesty's Inspectorate and ensure service improvements are implemented.

Funding the plan

It is essential that our police have the right resources to be able deliver the high-quality services that public both expects and deserves. It is equally important that the financial position has long-term sustainability and takes sufficient account of the funding pressures on policing, criminal justice and victims' services, particularly in smaller counties like Warwickshire. Budgets must also deliver value for money for the taxpayer and ensure that resources are well-used and correctly focused on the priorities outlined by the public through this plan.

I am committed to setting a 'good and balanced' annual budget, that delivers the priorities set out in this plan and does not rely on non-core funding to finance routine costs. This may require savings to be identified that can be reinvested, but will also promote a culture of seeking efficiencies and improved productivity from our investments to ensure the force is resilient financially and operationally into the future.

At the same time, I am supportive of the transformational change that Warwickshire Police is undertaking to improve efficiency and productivity to deliver improved services across the county but recognise that this needs adequate funding. I will work with the Chief Constable to achieve this.

Funding sources

There are two main sources of funding for Warwickshire Police; central government grants and a portion of local Council Tax funding, which is known as the police precept. As Commissioner, I have the power to vary the level of the police precept each year and with it being responsible for around 46% of the total budget, any adjustments make a considerable impact in the resources that are available for policing. In making these decisions, I will continue to consult the public and weigh the impact of any precept increases on households against the cost pressures to seek a fair outcome with taxation levels as low as possible while protecting local services.

Policing is now more complex than ever, yet the funding formula which underpins how each force receives its share of central grants is decades old and widely acknowledged as unfit for purpose. I will continue to engage with Government and partners to secure a fair funding settlement, underpinned by a revised formula which provides multi-year settlements, takes account of the contributions local taxpayers make and does not unfairly penalise smaller, more rural forces like Warwickshire.

Warwickshire's population also continues to expand and the creation of major new housing developments continues apace, with the number of households projected to increase by almost 20 percent by 2041. Currently, when these new developments are built, planning regulations require builders to pay a one-off cost, known as an 'infrastructure levy' to help finance the local amenities which the new households will require. While contributions towards some amenities such as schools, play areas and transport must be considered

automatically, provision for policing services is not and must be negotiated on each occasion. While we have been fortunate to secure good agreements with developers in recent times, I believe planning reform is needed to make consideration of policing services compulsory. I will work with my Commissioner colleagues and the Government to achieve this, with the resultant funding helping to contribute to the costs of police buildings and equipment required.

Securing value for money

I will ensure that value for money from all of our spending is foremost, and will seek to do this by working with the Chief Constable to create a more efficient and productive force. I will:

- challenge the force to allocate funding from the balanced budget to deliver high quality cost effective services that meet the needs of our local communities and address the priorities set out in this plan.
- ensure reserve levels are adequate, and that they are used prudently to manage risk and known costs, and not to fund routine ongoing expenditure, which will help to create a sustainable and resilient Warwickshire police force.
- support the transformation programme, by investing in technology and innovation to improve resilience and support for front line officers
- ensure that the Chief Constable manages our current collaboration agreements effectively and reviews opportunities for other partnership working, locally, regionally and nationally, where they can bring benefits to local services and provide increased value for money
- ensure that our estate, vehicles and equipment provided to officers and staff are fit for purpose, acknowledge the importance of environmental sustainability and support the provision of locally based high quality services across the county, and,
- hold the Chief Constable to account for the delivery of value for money services and monitor the performance and outcomes.
- pursue better efficiency and economies of scale wherever possible through opportunities for joint procurement. In my role as a board member of Blue Light Commercial Limited, a national police procurement company, I will look to ensure there are opportunities for the 43 police forces of England and Wales to procure things sustainably and prudently, including in areas such as fleet, utilities, insurance and legal services.

Commissioning and grant funding

I will also seek to ensure that my own office also achieves value for money from all of our expenditure, through effective engagement with partners and the commissioning of services which meet the needs of victims and provides improved services.

Each year my office receives around £700,000 each year from the Ministry of Justice to commission services for victims and witnesses of crime. My office has also been successful in attracting over £1.1m of additional government funding for the next two years, to support victims of domestic abuse and sexual violence and improve service provision. I will continue to consider any bidding opportunities for additional funds, working with partners to ensure we make the most of opportunities to gain additional funding which benefits Warwickshire residents.

I will also work with organisations large and small across the public, private, charitable and voluntary sectors, continuing to support their work to meet the objectives set out in this Police and Crime Plan. This will be delivered through an effective and robust annual grants process. My office will also work with our partners and provide financing to improve community and road safety and to help address rural, hate, cyber and business crime initiatives. Other initiatives to reduce re-offending, support perpetrators of crime to reform their ways and youth diversionary schemes will also be a continued focus for my grant funding.

Further details on the annual grants process and funding availability, which usually commences in the autumn, can be found on the [OPCC website](#).

Roles and responsibilities



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Gypsy, Roma and Traveller

Report Prepared by	Chris Lewis Development and Policy Lead for Victims and Road Safety
Report Prepared for	Warwickshire Police and Crime Panel Meeting 15 November 2021
Date	27 October 2021
Version	v1

Security Classification	Official
Disclosable under Freedom of Information Act?	Yes

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Briefing Note

Gypsy, Roma and Traveller

This report seeks to give a national, regional and local perspective on current Gypsy, Roma, Traveller (GRT) issues for the Police and Crime Panel to consider. Within the narrative the role and actions of the Warwickshire Police and Crime Commissioner will be clearly identified.

1. National

There is one main issue to consider at the national level – the forthcoming Police, Crime, Sentencing and Courts Act 2022., which brings about the criminalisation of civil trespass. The Bill is currently in the House of Lords at Committee stage but will return to the House of Commons in the not too distant future for the statute to become enshrined in law.

The Government has in addition published a draft 'Statutory Guidance for Police on Unauthorised Encampments'. Whilst it is a draft document it is still very useful reading for any interested parties.

The core of this legislative change allows the 2022 Act to introduce sections 60C to 60E of the the Criminal Justice and Public Order Act 1994. Section 60C effectively criminalises civil trespass. In other words s60C makes it a criminal offence to reside on land without consent, in or with a vehicle, and provides associated seizure and forfeiture powers. Existing sections 61 to 62E have been strengthened.

The Commissioner has been close to these legislative changes as Mr Martin Rone-Clarke, as the Warwickshire Police Gypsy and Traveller Liaison Officer, sits on the National Police Chiefs Council - GRT Working Group. This group works closely with the Government and advises on GRT policy and legislative change.

It is recognised that this legislation and the background is both complex and sensitive. The legislative changes are broadly welcomed but with some reservation. There is a fear that criminalisation will lead to unrealistic expectations and demands on the police that cannot be met, and may well be unjustified and disproportionate to unauthorised encampment situations that present.

Even though the new legislation will bring powers of arrest, seizure and forfeiture the execution of those powers can only be deployed in a framework of justification, proportionality, legality and absolute necessity. All public sector agencies dealing with an unauthorised encampment have obligations under the Equalities Act 2010 and also Article 8 of the Human Rights Act 1998 – the right to privacy.

It would be wholly wrong to expect the police to deploy and summarily arrest people and seize vehicles, their homes and their property. Such actions will have the potential to provoke disorder and resistance. The logistical impact on the police would also require very careful assessment.

In the context of resistance to this impending legislation it is appropriate to document the reaction of the Gypsy, Roma and Traveller community and their spokespersons to this situation. It is probably accurate to say that feelings are hostile and it is presumed that the new legislation will get tested by way of challenge. That's not to

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say appropriate authorities should shirk away from the challenges of unauthorised encampments, but use of the new legislation needs to be skilful and judicious.

Another feature of this landscape that needs to be considered is the longer term issue of housing and suitable accommodation for those who wish to exercise and maintain the nomadic lifestyle. Long term lack of availability and access to suitable accommodation adds to the complexities and tensions in finding longer term sustainable solutions for many people from GRT communities.

2. Regional

From a regional perspective, the Warwickshire approach to interacting with GRT communities and unauthorised encampments is progressive and effective. It could be argued that we have achieved more than some of our neighbours and the Commissioner was very instrumental in establishing the GRT Liaison Officer post occupied very effectively by Martin Rone-Clarke.

Without doubt Martin is a subject matter expert and brings successful resolutions to challenging situations on a regular basis. That said, the West Midlands Region is committed to developing greater regional expertise and effectiveness by establishing a working group under senior police command. Warwickshire will be a very active participant.

3. Warwickshire

In Warwickshire there has been significant improvements in dealing with unauthorised encampments over the last few years. Recognising there was a lack of coordination and consistency across the county, in 2016 the Commissioner took the initiative to create the Warwickshire Unauthorised Encampments Protocol.

This Protocol has led to far better coordinated responses to such encampments and has been noted both regionally and nationally as best practice. The Commissioner passed responsibility for the Protocol to Warwickshire County Council Community Safety Team in 2020.

The Community Safety Team have staff dedicated to managing GRT issues. The Protocol needs a refresh, especially in the context of the new legislation, but its principles still hold true and promotes good cohesion between local agencies in Warwickshire. The Commissioner is very much part of that conversation.

As regards the number of unauthorised encampments (UE), the trend in the last couple of years is downwards. This year so far there has been 47, and 56 in the preceding year. In other years over a 100 UEs a year was not uncommon. The likely explanation for this trend is the ending of the Kenilworth Horse Fair and the appearance of a traveller's site near Atherstone called Kirby Glebe. In addition, Warwickshire Police is robust in using s61 powers of the CJPOA 94 directing travellers to leave land they are temporarily occupying when authorised by a senior police officer.

4. Accommodation

Kirby Glebe has absorbed a number of persistent travellers who played 'cat and mouse' around the county in recent times. Kirby Glebe is however not without its challenges. Some aspects of the site have planning permission whilst others don't, yet travellers have nonetheless occupied it. North Warwickshire Borough Council are

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leading on the resolution of these issues. Meanwhile the site remains under appropriate scrutiny from Warwickshire Police in close liaison with the local authority.

A holistic consideration of the GRT picture in Warwickshire also needs to consider the complex issue of suitable housing and available land to accommodate temporary / negotiated stopping of travellers. Many will say that efficient management of GRT issues largely revolves around longer term planning and accommodation, as opposed to short term enforcement where ultimately the 'problem' is pushed from one area to another. Negotiated stopping and appropriate tolerance is a successful tactic when managed well, but is a contentious view for some. This also extends to short term transit provision.

The Warwickshire County Council site at Oldbury, North Warwickshire has only been used once and now is no longer considered fit for purpose. From its introduction it was met with local hostility and was regularly damaged and sabotaged. The initiative by the Chief Executive of Warwick District Council to create transit provision by developing the former site of Leamington Football Club is welcomed. But if Warwickshire is to further reduce the challenges of unauthorised encampments like-minded initiatives around the county also need to be initiated.

In closing, Mr Martin Rone- Clarke will be providing training and briefing sessions on his work and the new legislation towards the end of this year. The Police and Crime Panel are very much welcome to attend and participate. Further detail will be shared when known.

CJ Lewis

Policy and Development lead – Gypsy, Roma, and Traveller

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OPCC

Performance Scrutiny Report

Report Prepared by	David Patterson. Development and Policy Lead – Scrutiny and Performance
Report Prepared for	Performance Accountability Meeting 26 October 2021
Date	19 October 2021
Version	v1.1

Security Classification	Official
Disclosable under Freedom of Information Act?	Yes

Force Performance Scrutiny – September 2021

1. Information

The purpose of this report is to formally scrutinise Warwickshire Police's performance during September 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 26 October 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 September 2021 (Performance Report).
- Appendix B - Weekly Performance Summary Week 41 (Page 14).

The commentary in the Performance Report is noted, regarding the performance framework that has been introduced 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 'Prevent and Protect' 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, only those areas of particular interest.

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The new method of displaying the data in the Performance Report is noted, where both the current levels and three year average 2017-2020 (excluding 2020/21 due to Covid-19 distortion) is displayed, together with a 'forecast' that is based on the Force Management Statement and professional judgement.

2. Prevent & Protect

3. Total Recorded Crime

In September 2021, Total Recorded Crime (TRC) was -246 (n=3,440) below the forecast. Of note are the comments in the Performance Report regarding the 10% reduction in crime in the Warwick District contrasted with the 12% increase in Nuneaton and Bedworth, when compared to the previous month. This disparity will continue to be monitored going forward.

4. Violence with Injury

In September 2021, levels were +49 (n=410) above the forecast, representing a small decrease from the relatively high figure of the previous month and hopefully indicative of a return to more acceptable levels throughout Q3 and Q4.

5. Violence without Injury

In September 2021, levels were +88 (n=1047) above the forecast and have so far continued to remain above the forecast throughout 2021/22. Of note are the comments in the Performance Report regarding assessing the situation for another month prior to action being taken. This position will also be monitored by the OPCC going forward

Of interest is that the sub-categories of Assault without Injury accounted for 46% of the total and Malicious Communications 26% of the total. Although Violence without Injury accounted for 31% of TRC for the month, this category predominately consists of high volume / low harm offences.

6. Rape

In September 2021, levels were +8 (n=50) above the forecast. The extraordinary high levels experienced in July 2021 are explained by the activity generated by Operation Mawse, which 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 June 2021 and reassurance was provided.

The 'spotlight' subject for this month's PAM is Violence Against Women and Girls (VAWG) and this subject will undoubtedly be explored in further detail during those discussions.

7. Other Sexual Offences

In September 2021, levels were +11 (n=88) above the forecast. The comments in the Performance Report are noted, regarding the higher levels being driven by a return to school. This position will be monitored going forward.

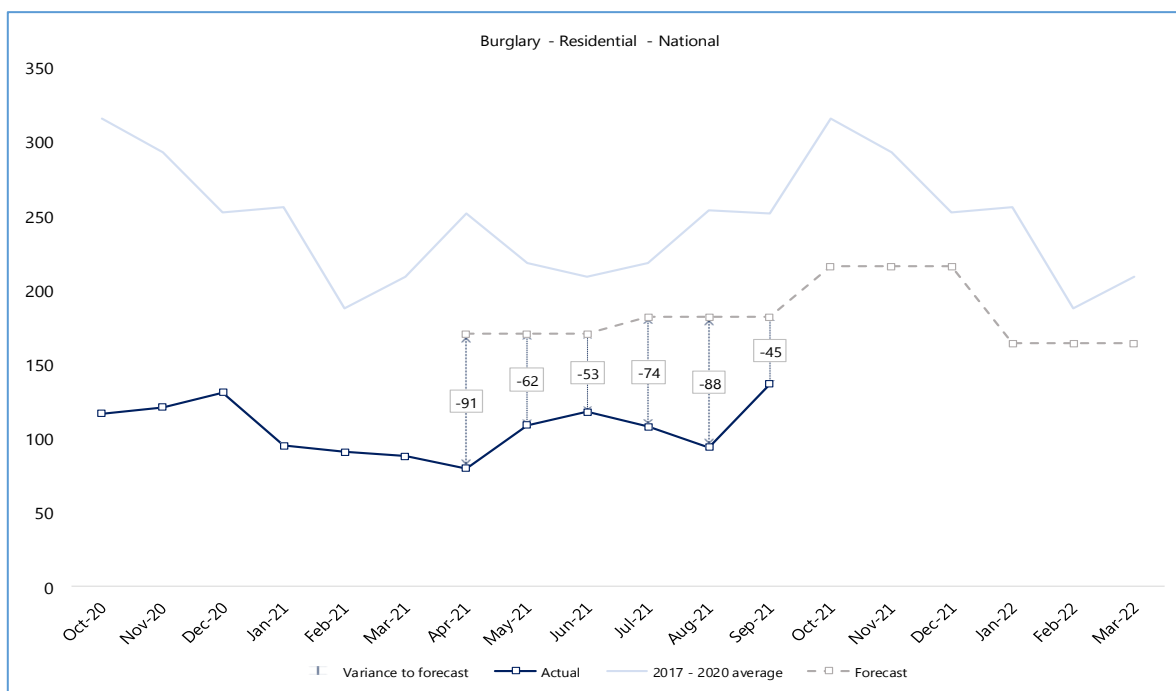
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8. Robbery

In September 2021, levels were -9 below the forecast (n=22). Reductions were seen in all Districts and Boroughs, with the exception of Nuneaton and Bedworth. The reduction Robbery offences experienced during Q2 (n=39 / 33 / 22 respectively) is a positive development for this low volume / high harm offence

9. Burglary - Residential

In September 2021, levels were -45 (n=137) below the forecast. What this figure does not demonstrate however is the significant reductions that have occurred when compared to the 2017-2020 average, representing a very positive as illustrated in the below graph: -



Graph 1 – Burglary Residential Volumes

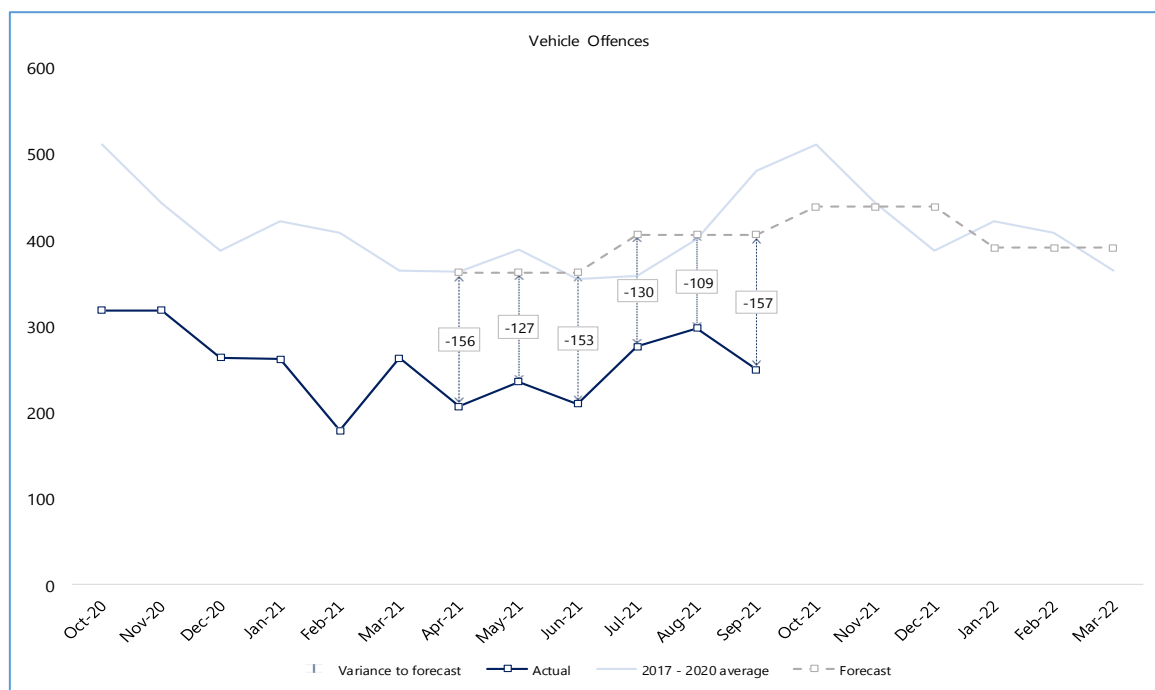
10. Burglary - Business & Commercial

In September 2021, levels were -37 (n=35) below the forecast. As with Burglary Residential, there have been significant reductions when compared to the 2017-2020 average.

11. Vehicle Crime

In September 2021, levels were -157 (n=250) below the forecast. As with Burglary Residential and also Burglary Business and Commercial there have been significant reductions when compared to the 2017-2020 average, representing a very positive position as the below graph illustrates: -

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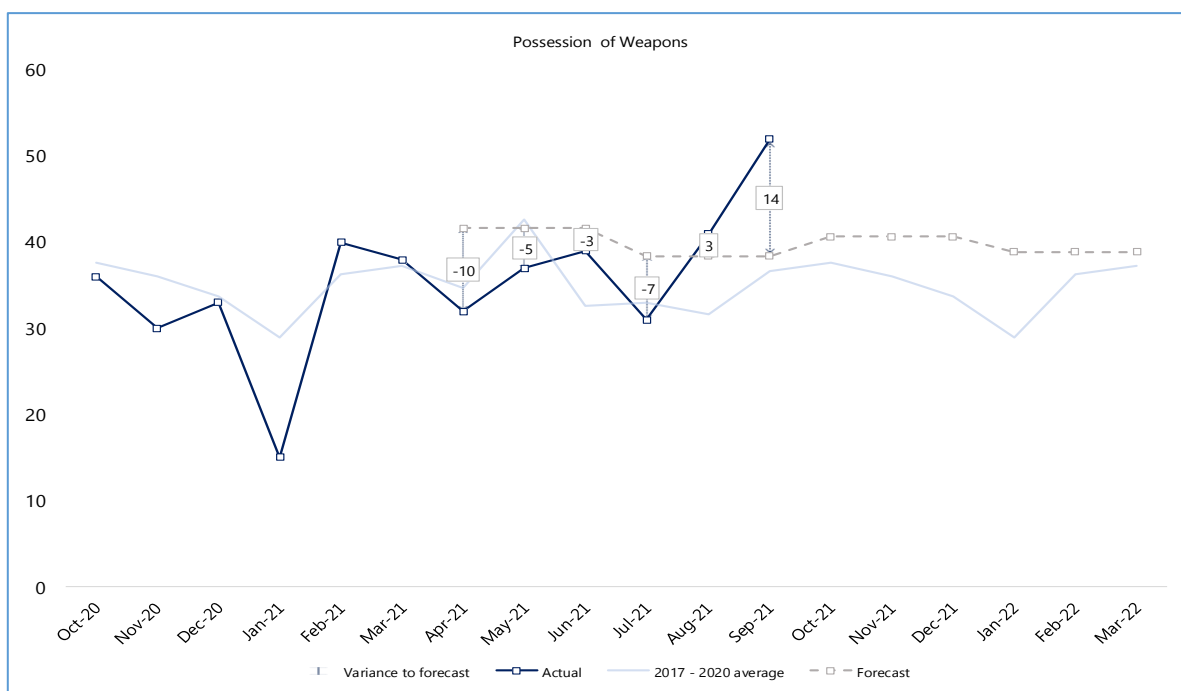
Graph 2 – Vehicle Crime Volumes

12. Drug Offences

In September 2021, levels were -8 (n=79) below the forecast. Noted without further comment.

13. Possession of Weapons

In September 2021, levels were above the forecast at +14 (n=54), representing a significant increase when compared to the previous two months (n=31 and 41 respectively), as the below graph illustrates: -



Graph 3 – Possession of Weapons Volumes

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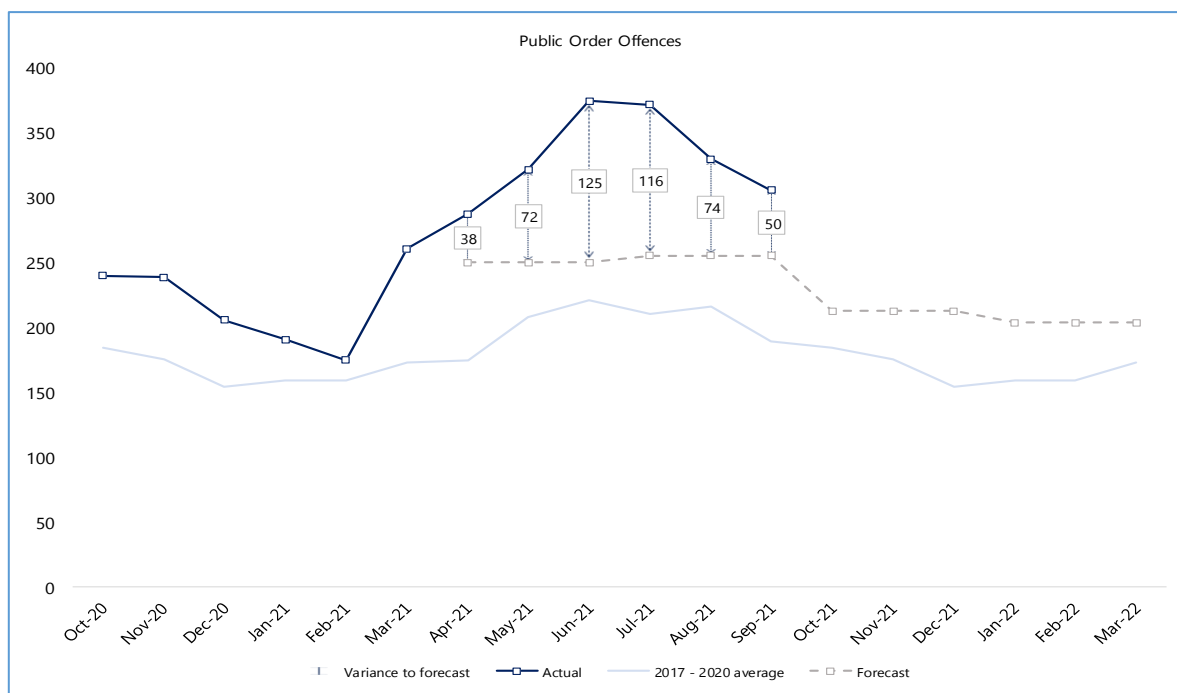
Of particular concern is the rise seen in September 2021 in the sub-category of Possession of Firearms with Intent (n=8), representing 15% of the total. Also, disconcerting is the increase seen in Stratford District rising from 2 crimes in July 2021 to 15 crimes in September 2021.

The comments in the Performance Report are noted, regarding these increases being unlikely to be the result of increases Stop and Search, given that they have decreased during the month.

Q1. Can an explanation be provided for the increases seen in Firearms offences, and also the increases experienced in Stratford District? What detail is known about the offences and the demographics of the offenders and what action is proposed to prevent and reduce such offences?

14. Public Order Offences

The significant increases in Public Order experienced in the Q1 have continued throughout Q2 and have consequently been above the forecast throughout, as the below graph illustrates: -



Graph 4 – Public Order Offences Volumes

There has however been a reduction in September 2021 (n=306) when compared to the previous month (n=330) and hopefully this is a foreshadow of the seasonal reduction anticipated in Q3 and Q4.

This matter was raised with the Chief Constable at the 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.

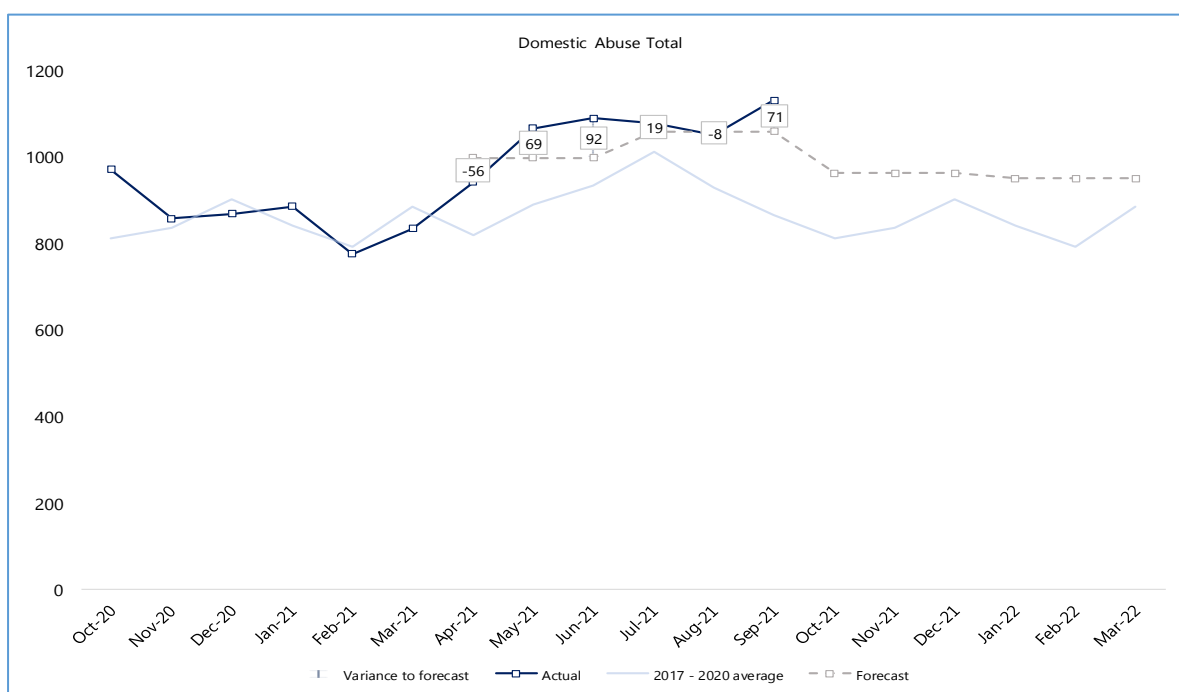
15. Road Traffic Casualties

Road safety is reported one month in arrears. In August 2021, there were two fatalities on Warwickshire’ roads, both car divers in the north of the county. Of note is that in the same month 22% of all Killed, Serious Injury (KSI) casualties were motorcyclists. These statistics again serve to demonstrate the vulnerability of two-wheel road users and consequently the disproportionality seen in the number of road traffic casualties.

Of note, is that nearly 24.5k Notice of Intended Prosecutions (NIPs) have been issued since the beginning of the financial year for speeding offences in the county.

16. Domestic Abuse

In September 2021, levels were above the forecast at +71 (n=542) and have remained above the 2017-2020 three year average since the beginning of 2021/22, as the below graph illustrates: -



Graph 5 – Domestic Abuse Volumes

Of note is that domestic abuse accounted for 39% of all violent crime and 15% of TRC.

Q2. The spotlight subject for this month’s PAM is Violence Against Women and Girls (VAWG), where Domestic Abuse (DA) is a significant component of this wider agenda. Therefore, what are the drivers that have caused the increases seen in DA this year and what action is proposed to prevent and reduce DA, particularly as we approach the festive period that has historically resulted in increased levels of DA?

17. Child At Risk

In September 2021, levels were slightly above the mean (n=833). Of note is that Child At Risk (CAR) is identified by the application of Athena keywords, the force has

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recognised that the application of generic markers does not follow a controlled process and as a consequence is not an accurate reflection of risk. It is therefore a positive development that ASI have created a dashboard of measures to more accurately reflect that risk.

18. Hate

In September 2021, levels continue to remain above the forecast at +33 (n=106), although this represents a decrease on the previous month (n=115). Race is the predominant element of Hate Crime accounting for 66% of the total.

The subject of Hate Crime has already been explored in depth at previous PAMs and a question was posed to the Chief Constable at the PAM in July, as such it is not proposed to revisit this subject at this time but performance will continue to be monitored.

19. Cyber Crime

In September 2021, there was an increase in Cyber-Crime (n=178) when compared to the previous month (n=116), but levels still remains near to the mean. Of note is that the sub-category of Malicious Communications accounted for 52% of the total, with a number of victims under the age of 18.

20. Intelligence

In September 2021, there has been a slight increase in the submission of intelligence reports (n=1,589) when compared to the previous month (n=1,510). However, the commentary in the Performance Report regarding a downward trend since April 2021 is noted. This effect maybe indicative of increased demand elsewhere, where officers have less time and opportunity to gather and submit intelligence.

21. Serious and Organised Crime

The data provided in the Performance Report is noted, however it is difficult to provide comment given the complexity of tackling Serious and Organised Crime (SOC) where qualitative information and narrative is critical to allow a meaningful understanding of the issues.

Of note is that there are currently 13 active Organised Crime Groups (OCG) and 14 County-lines operating in Warwickshire. Also, that six adults and two children were safeguarded during Q2.

County-lines constitutes a significant element of SOC and this subject was discussed as a spotlight subject at the PAM in July 2021 and as such it not proposed to revisit this subject at this time.

22. Modern Slavery and Human Trafficking

The inclusion of Modern Slavery and Human Trafficking (MSHT) in the Performance Report is a positive development and the commentary is noted regarding the national assessment that MSHT offences are likely to increase within industries affected by labour shortages, including hospitality and logistics.

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Also noted are the comments regarding increased information sharing between Warwickshire Police and key premises and the continuation of force wide and regional multi-agency operations to tackle this crime type.

Of further interest is that the force are seeking to obtain a Slavery and Trafficking Risk Orders (STRO) in support of a British Transport Police operation in Stratford upon Avon.¹

23. Repeat Victimisation

In September 2021, the percentage of repeat victims for DA at 33% was the lowest since June 2019 and as such represents an improving position.

This subject has been explored in greater depth at previous PAMs, where the force's focus has been on identifying the small cohort of victims who are subject to repeat victimisation and where there are often significant and complex social and economic factors involved requiring coordinated multi-agency support to reduce occurrences, mitigate the effects and safeguard the individual.

3. Respond and Reassure

24. Outcomes - Total Recorded Crime (TRC)

In September 2021, the proportion of 'Action Taken' outcomes for TRC was at 9%, representing a 1% decrease from the previous month. A contributory factor to fluctuating TRC Action Taken rates is the changing nature of crime, particularly due to the continued influence of Covid-19, where different crime types inherently have varying prospects for their solvability. This effect is evident in the higher Outcome 16² rates experienced since the beginning of this financial year, which are now at now at a near high of 32%.

Given the complexity of Outcome rates and the investigative processes and procedures involved, including capacity and capability issues, the subject is scheduled to be explored in depth as a 'spotlight' subject at the PAM in November 2021 and as such it is not further commented upon at this time.

25. Outcomes - Domestic Abuse

In September 2021, a very similar position to TRC was experienced for Domestic Abuse where the proportion of 'Action Taken' was at 8%, representing a 1% decrease from the previous month.

¹ **STROs** are aimed at individuals who have not been convicted of a slavery or human trafficking offence, in order to protect a person from harm caused by the commission of slavery or human trafficking offences.

² **Outcome 16** – Named suspect identified: evidential difficulties prevent further action; victim does not support (or has withdrawn support form) police action.

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Of note is that in September 2021 the Outcome 16 rate for DA offences was at 66% representing the highest figure since April 2021 and continuing an upward trend, particularly evident during the last four months.

Q3. What are the drivers that affect the relatively low Action Taken rates for DA and the contributory high Outcome 16 rates and what action is to be taken to improve this position?

26. Victim Satisfaction - Neighbourhood Crime

In September 2021, the six-month rolling average rates for victim satisfaction were: -

- Burglary 76%
- Vehicle Crime 74%
- Violence 66%

Whilst these figures have remained relatively static from the previous month, the decline in satisfaction rates (particularly Burglary) was raised with the Chief Constable at the PAM in August 2021. As such, it is not proposed to re-visit this matter at this time but performance will continue to be monitored.

27. Victim Satisfaction - Vulnerability

In September 2021, the six-month rolling average rates for victim satisfaction were: -

- Hate Crime 76%
- Domestic Abuse 76%

The monthly September 2021 victim satisfaction rate for Hate Crime represents a 7% increase from that attained in April 2021 and continues a recent upward trend. 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 DA, of note are the comments in the Performance Report regarding the very small sample size for September 2021 (n=17), which has the potential to skew the data. Nonetheless the DA victim satisfaction rate of 59% for the month is the lowest since August 2020.

Q4. In the context of Q3, is the declining DA victim satisfaction rate symptomatic of systemic issues with the quality of service delivery to DA victims?

28. Operations Communication Centre

In September 2021, the OCC performance to answer 999 emergency calls within the 10 seconds target stood at 72% against a target of 90%. Demand for the month was at 8k calls.

In September 2021, the OCC performance to answer 101 non-emergency calls within the 1 minute target stood at 3 minutes 2 seconds. Demand for the month was at 15.5k calls.

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Of note, is the comments in the Performance Report regarding OCC data being presented to senior officers on a weekly basis, so that any risk arising as a consequence of sub-optimal performance can be effectively managed.

The subject of OCC performance and public contact was explored as the spotlight subject at the PAM in September 2021 and as such it is not proposed to re-visit this matter at this time but performance will continue to be monitored.

4. Effective and Efficient

29. Sickness

In September 2021, the sickness absence levels for police officers of 6.78% represents an increase on the August 2021 figure of 6.26%.

In September 2021, the sickness absence levels for police staff of 7.26% represents an increase on the August 2021 figure of 6.84.

The issue of rising sickness rates was questioned at the PAM in September 2021 and as such it is not proposed to re-visit this matter at this time but performance will continue to be monitored

30. Assault Police

In September 2021, there was an increase in Assault Police (n=32) when compared to the previous month (n=24) and levels were consequently above the monthly average of 26.

The issue of Assaults on Police and the associated matter of expired Office Safety Training and First Aid accreditation was again raised at the PAM in August 2021 and as such it is not proposed to re-visit this matter at this time but performance will continue to be monitored

31. Appendix

The performance information contained in the graphs of the appendix are noted without further comment.

5. Comments

5.1 Summary of questions

It's requested that the Chief Constable provides her 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: -

- **Possession of Offensive Weapons**

Q1. Can an explanation be provided for the increases seen in Firearms offences, and also the increases experienced in Stratford District? What detail is known about the offences and the demographics of the offenders and what action is proposed to prevent and reduce such offences?

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- **Domestic Abuse**

Q2. The spotlight subject for this month's PAM is Violence Against Women and Girls (VAWG), where Domestic Abuse (DA) is a significant component of this wider agenda. Therefore, what are the drivers that have caused the increases seen in DA this year and what action is proposed to prevent and reduce DA, particularly as we approach the festive period that has historically resulted in increased levels of DA?

Q3. What are the drivers that affect the relatively low Action Taken rates for DA and the contributory high Outcome 16 rates and what action is to be taken to improve this position?

Q4. In the context of Q3, is the declining DA victim satisfaction rate symptomatic of systemic issues with the quality of service delivery to DA victims?

5.2 VAWG Spotlight

The following questions have been provided separately to the force in advance of the PAM: -

1. How is Violence Against Women and Girls (VAWG) owned, scrutinised and overseen by the force?
2. Given the serious nature of VAWG, how are such crimes allocated for investigation?
3. How compliant is the force in relation to the Victims Code in respect to VAWG crimes? How does the force monitor this on a day to day basis?
4. To what extent is the Chief Constable satisfied with the current quality and timeliness of investigations into Rape and Serious Sexual Offences, Domestic Abuse and Stalking?
5. What activity is the force taking to improve charge and prosecution rates in relation to Rape and Serious Sexual Offences, Domestic Abuse and Stalking?
6. The Government has recently identified that between April 2020 and March 2021, Warwickshire Police applied for fewer than one Stalking Protection Order (SPO) per 100,000 people, placing them as an outlier in comparison to other forces. What activity is the force taking in response to this?
7. What are the current vetting arrangements for Warwickshire Police Officers? How frequently are they fully vetted and to what level/extent?
8. When allegations are made that a Police Officer has committed an act of violence against a women, or a lower-level offence that may be a precursor to a more serious sexual or violent offence in the future, how are such crimes allocated for investigation?
9. Beyond vetting and responding to reports, what proactive steps does the force take to identify activity by officers/staff that may potentially raise concerns regarding VAWG?
10. In the context of VAWG, to what extent is the Chief Constable confident that if concerns arose in the workforce regarding a colleague's behaviour, that

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individuals would feel sufficiently confident in reporting this to senior management and/or Professional Standards?

5.3 Schedule of Spotlight Subjects

Agreement is required as to the selection of 'spotlight' subjects for future PAMs. The schedule is as below: -

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
Oct	Sep	Q2	P&P	P&P	VAWG
Nov	Oct		R&R		Investigation and 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

APPENDIX B

Weekly Performance Summary – Week 41

Weekly Performance Summary 2021/22 - WEEK 41										Last Refreshed on 18/10/2021
	Last week (Mon-Sun) Week No. 41	Weighted Baseline	Weighted Baseline % Change	Last 4 Weeks Average	Last 4 Weeks Average LY	Last 4 Weeks % Change	Last 6 Months	Last 6 Months % Change	Year to Date	Year to Date % Change
Total Recorded Crime	804	870	-7.6%	804	775	3.7%	19,974	3.0%	21,961	3.4%
Homicide	0	0	0	0	0	0	9	125.0%	9	125.0%
Violence With Injury	83	95	-12.6%	86	82	5.2%	2320	6.6%	2519	5.9%
Violence Without Injury	267	195	36.9%	236	229	3.3%	6091	9.3%	6698	9.2%
Rape	8	14	-42.9%	13	8	64.5%	314	49.5%	344	50.9%
Other Sexual Offences	25	20	25.0%	23	15	54.2%	507	16.0%	561	18.1%
Business Robbery	0	1	-100.0%	0	0	0.0%	16	33.3%	16	33.3%
Personal Robbery	7	5	40.0%	5	5	0.0%	156	6.8%	171	8.2%
Burglary - Residential (dwelling only)	20	38	-47.4%	21	22	-1.2%	459	-9.8%	511	-8.1%
Burglary – Business & Community (incl. Res. no	15	40	-62.5%	17	24	-29.8%	454	-30.2%	491	-30.7%
Vehicle Offences	58	118	-50.8%	56	71	-21.1%	1478	-7.7%	1612	-9.3%
Theft from Person	5	4	25.0%	5	7	-30.8%	87	-13.9%	95	-16.7%
Bicycle Theft	4	17	-76.5%	8	10	-24.4%	209	-10.3%	229	-9.1%
Shoplifting	32	65	-50.8%	42	48	-12.1%	1021	-16.6%	1123	-16.4%
All Other Theft Offences	63	94	-33.0%	63	66	-4.9%	1702	11.5%	1857	10.5%
Criminal Damage & Arson	71	79	-10.1%	85	75	12.3%	1972	3.5%	2174	4.6%
Drug Offences	37	17	117.6%	26	28	-9.7%	567	-19.7%	637	-17.4%
Possession of Weapons	15	5	200.0%	16	10	59.0%	232	-11.1%	272	-2.9%
Public Order Offences	74	52	42.3%	86	59	46.0%	1994	22.1%	2207	24.7%
Misc. Crimes Against Society	20	11	81.8%	19	19	4.1%	386	-19.2%	435	-16.0%
Burglary - Residential - National	29	59	-50.8%	29	32	-7.9%	645	-23.6%	714	-21.6%
Burglary - Business and Community - National	6	19	-68.4%	9	13	-35.8%	268	-14.9%	288	-18.6%

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 read 'David 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](https://www.warwickshire.gov.uk/). 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 was 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.

The Panel will take a close interest in development of the Commissioner's Police and Crime Plan for 2021-2025. Specifically, the Panel has highlighted the importance of incorporation of a performance framework within the Plan. This is consistent with the practice of other commissioners who have included measures of success and

delivery milestones within their Plans. The Panel has communicated this recommendation to the Commissioner and was grateful to hear that the draft Police and Crime Plan, to be presented to the Panel at its meeting on 15 November 2021, would include a high-level performance framework. This will prove to be an asset, enabling improved scope for the Panel to monitor progress made by the Commissioner to meet the objectives set out within his Police and Crime Plan for 2021-2025.

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

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).

	<p>Report of Working Groups (Following a meeting of a Working Group)</p>	<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>
	<p>Work Programme</p>	<p>To consider and review the Panel's work programme.</p>

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	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> Following discussions in March 2021, further data and information has been requested on conviction rates for rape and serious sexual offences.	The Planning and Performance Working Group considered this item in July 2021
Diversity and Equalities	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. This discussion should also include, a report on female representation within, and experience of, the force.	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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