

Warwickshire Police and Crime Panel

Date: Thursday 22 September 2022
Time: 2.00 pm
Venue: Committee Room 2, Shire Hall

Membership

Councillor Christopher Kettle (Chair)
Councillor Barbara Brown (Vice-Chair)
Andrew Davies
Andy Davis
Councillor Ian Davison
Councillor Jenny Fradgley
Councillor John Holland
Councillor Dave Humphreys
Councillor Clare Golby
Councillor Ray Jarvis
Councillor Bhagwant Singh Pandher
Councillor Derek Poole

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

5 - 12

To consider the minutes of the meeting held on 23 June 2022.

(4) Public Speaking

2. Report of the Police and Crime Commissioner

13 - 32

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

3. Public Engagement and Consultation 33 - 48

To enable consideration of approaches to the PCC's public consultation on his proposed budget and precept to encourage wider participation.

The PCC's Communication and Engagement Strategy 2022-25 is attached for consideration and comment by the Panel.

4. Home Office Grant and Panel Expenditure 2021/22 49 - 52

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

5. Issues Raised by Community Safety Partnerships

To consider any issues flagged by Community Safety Partnerships, providing a means for community concerns that have high-level, strategic implications to be raised at Panel meetings.

It is not proposed to raise single local issues, but rather provide a means to take a holistic view to evaluate the strategic implications of residents' concerns.

6. Work Programme 53 - 58

To consider and review the Panel's Work Programme.

7. Dates of Meetings

To note the arrangements for future meetings. All Police and Crime Panel meetings start at 2pm, unless specified otherwise. The following meetings are scheduled at Shire Hall, Warwick:

- 17 November 2022
- 6 February 2023
- 6 April 2023

8. 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).

9. Reports Containing Confidential or Exempt Information

To consider passing the following resolution:

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

10. Complaints

To consider any complaints received and considered regarding the conduct of the Police and Crime Commissioner.

Monica Fogarty
Chief Executive
Warwickshire County Council
Shire Hall, Warwick

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Disclaimers

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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 June 2022

Minutes

Attendance

Committee Members

Councillor Barbara Brown (Warwickshire County Council)
Mr Andrew Davies (Independent Member)
Councillor John Holland (Warwickshire County Council)
Councillor Dave Humphreys (Warwickshire County Council)
Councillor Ray Jarvis (North Warwickshire Borough Council)
Councillor Christopher Kettle (Stratford-on-Avon District Council)
Councillor Martin Luckhurst (Warwick District Council)
Councillor Bhagwant Singh Pandher (Warwickshire County Council)
Councillor Derek Poole (Rugby Borough Council)

Officers

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

Others Present

Emma Daniell, Deputy Police and Crime Commissioner
Gavin McArthur, Warwickshire Joint Audit and Standards Committee
Claire Morris, Head of Business Services and Assurance, OPCC
Dave Patterson, Assurance and Scrutiny Officer, OPCC
Polly Reed, Chief Executive, OPCC
Philip Seccombe, Warwickshire Police and Crime Commissioner

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

Councillor Bhagwant Singh Pandher nominated Councillor Christopher Kettle to serve as Chair for the coming year. Councillor Dave Humphreys seconded the nomination. There were no other nominations and Councillor Kettle was elected unanimously as Chair to the Police and Crime Panel for 2022/23.

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

Councillor Derek Poole nominated Councillor Barbara Brown to serve as Vice-Chair for the coming year. The Chair seconded the nomination. There were no other nominations and Councillor Barbara Brown was elected unanimously as Vice-Chair to the Police and Crime Panel for 2022/23.

3. General

The Chair welcomed the new representative of North Warwickshire Borough Council, Councillor Ray Jarvis, to the Panel.

On behalf of the Panel, the Chair praised the contribution made by Councillor David Reilly, stating that he had chaired the Panel with knowledge, dedication, and leadership.

The Chair thanked Councillor Derek Poole for his longstanding service as Vice Chair to the Panel.

(1) Apologies

Apologies were received from Councillor Ian Davison. Councillor Martin Luckhurst was present as a substitute.

Apologies were also received from Mr Andy Davis, Councillor Jenny Fradgley, and Councillor Clare Golby.

(2) Disclosures of Pecuniary and Non-Pecuniary Interests

There were none.

(3) Minutes of the Previous Meetings

It was resolved that the minutes of the meetings held on 7 April 2022 and 25 April 2022 be confirmed as an accurate record and signed by the Chair.

(4) Public Speaking

There was none.

4. Report of the Police and Crime Commissioner

The Police and Crime Commissioner (PCC) introduced his report which provided an update on key activities since the Panel meeting on 7 April 2022.

In response to Councillor Humphreys, the Commissioner advised that he chaired the Warwickshire Road Safety Partnership which was focused on achieving a reduction by 50% of the number of incidents of death and serious injury on Warwickshire roads by 2030. He advised that there had been significant investment in this area by the two principal partners, Warwickshire County Council and Warwickshire Police. It was proposed to install more speed cameras, these would be deployed at sites where there had been a higher number of killed or seriously injured (KSI) casualties. He advised that an action plan had been developed to achieve road safety targets. This included a grant scheme, enabling local communities to access funding for highway safety initiatives.

In response to the Chair, the Commissioner advised that KSI figures had been influenced by the effect of COVID-19 lockdowns. As road usage returned to pre-pandemic levels, it would be possible to evaluate the success of the initiatives in place to improve road safety.

The Chair commented that it would be helpful for the Panel to be able to contrast KSI figures of recent years with those of the pre-pandemic period. He suggested that, in future, KSI data be supplied over a longer period to allow the Panel to take account of the effect of the Pandemic on highway safety.

The Commissioner emphasised that road safety depended upon partnership working between the Force, County Council, National Highways, and others. A balanced assessment of the effectiveness of interventions required an awareness of the collaborative nature of work in this area. He agreed to provide data that enabled a comparison to be made with KSI figures that predated the Pandemic.

In response to Andrew Davies, the Commissioner acknowledged that the rate of 101 call abandonment had been high in recent months. He advised that in some instances, callers were disinclined to wait for a response within three to four minutes during busy periods. Performance figures had been influenced by callers choosing to redial, rather than wait. He advised that the Single Online Home service provided an alternative means to report crimes. Take up of this service had increased, reducing the pressure on call handlers. He advised that the Operations Communication Centre experienced periods of intensive demand. Efforts had been made to modify shift patterns to provide improved cover when required.

The Commissioner stated that, at present, the Operations Communication Centre was understaffed due to challenges affecting recruitment across public sector organisations. However, good progress had been made to increase staffing levels. He reported that the Chief Constable would review the arrangement whereby call handlers were responsible for both 999 and 101 calls. In these instances, 999 calls took priority. By assigning sole responsibility for 999 calls to specific personnel, better provision could be made for the 101 service.

Dave Patterson (Assurance and Scrutiny Officer, OPCC) advised that 101 calls were often complex in nature, leading to delays. He advised that the Commissioner had taken steps to hold the Force to account for performance in this area. He stated that 101 call abandonment was an issue affecting police forces nationally due to rising demand for the 999 service. It was proposed to examine the issue in detail with the prospect of additional resources and training.

In response to Andrew Davies, the Commissioner advised that the budget setting process was predicated on assumptions in specific areas, such as fuel and energy costs. In January 2022, it had been possible to make sound assumptions based on an assessment of known costs pressures in the year ahead. However, it was not possible to foresee all cost pressures. Reserves had been set aside for this reason. He expressed confidence that a balanced budget had been set which allowed for increases in pay. The effectiveness of the budget could not be gauged until later in the year. He expressed confidence that it would be possible to achieve officer recruitment targets, deliver improvements to the police estate, and capitalise on the advantages of investment in ICT, despite the prevailing economic headwinds.

The Commissioner advised that the Budget Working Group would be regularly updated on delivery of the budget, including any mitigations to offset increased costs.

In response to the Chair, The Commissioner advised that following successful delivery of the Evolve Programme, the Chief Constable would seek to shape Warwickshire Police as a standalone Force by means of the Empower Programme. This was an entirely operational

consideration; however, he was supportive of the Chief Constable's objectives. A focus on local policing would be enabled by decentralisation of the Force into three separate commands for the north, south, and east of the County. A Chief Inspector would be instated at each command with responsibility for engagement with communities. He advised that the structures in place would lead to improved accountability with benefits for Community Safety Partnerships (CSP) and Safer Neighbourhood Teams (SNT). It would be cost neutral and aligned with the priorities of the Police and Crime Plan. This was a long-term project; the Panel would be regularly updated.

In response to the Chair, The Commissioner advised that implementation of the Empower Programme would be monitored with reference to the key priorities of the Police and Crime Plan. He would not seek to alter the structures outlined by the Chief Constable. However, reporting systems would be in place to determine the effectiveness of the Empower Programme to reduce crime and prevent reoffending.

Councillor Poole stated that there had been significant investment to modernise custody facilities at Rugby Police Station. However, under the current arrangement, officers were required to transport those in custody to Nuneaton.

The Commissioner advised that he had raised this subject with the Chief Constable. He acknowledged Councillor Poole's concerns. However, it was considered that the cost of updating the Custody Suite in Rugby to modern standards was prohibitively expensive. Additionally, operating costs would exceed the expense of transport to Nuneaton. He emphasised that this was an operational decision; however, he would not wish to see a reduction in the number of custody suites in Warwickshire.

In response to Councillor Humphreys, the Commissioner advised that the allocation of resources to SNTs was unchanged. However, there were challenges associated with recruitment and retention of staff, leading to vacancies. He highlighted his commitment to serving rural locations which had led to creation of a Patrol Base at Coleshill. He highlighted the operational demands that required reposting of officers to support incidents elsewhere, such as policing of the protests at Kingsbury Oil Terminal. He would continue to hold the Force to account to ensure that SNTs would be fully staffed as soon as possible.

In response to Councillor Jarvis, the Commissioner acknowledged that staffing of SNTs was an important priority. He highlighted the role of SNTs to engage with communities, address social problems, and provide visible policing. However, he emphasised that Warwickshire was well supported by other officers who could respond to emergencies across rural and urban locations. He stated that SNTs were properly funded; it would be necessary to attract capable personnel to the current vacancies.

In response to the Chair, the Commissioner acknowledged the value that experienced officers brought to the Force. However, he emphasised the importance of recruitment to progress the ambition to achieve a Force establishment of 1100 officers during 2022/23. In recent years, the average age and level of experience of officers had significantly decreased. This was an unavoidable consequence of expanding the Force.

Dave Patterson advised that there could be scope to provide the Panel with details of the level of experience across Warwickshire Police. To do so, it would be necessary to take account of how

officers were deployed. For example, to support their development, a high proportion of new starters were deployed as patrol officers.

In response to the Chair, the Commissioner advised that most officers chose to retire after serving for a period of 30 years. These accounted for the highest proportion of leavers. He stated that very few officers elected to transfer to other police forces; however, Warwickshire Police attracted a good number of transferees from elsewhere. He emphasised that the alternative to recruiting younger, less experienced officers was to revert to a Force establishment of approximately 800. This was not a viable proposition.

There was discussion of how data showing the proportion and deployment of experienced officers could be presented. The Commissioner asked that a written request be made to clarify the Panel's expectations.

5. Annual Report of the Police and Crime Commissioner 2021/22

The Police and Crime Commissioner (PCC) introduced his Annual Report, stating that this was a wide-ranging, high-level document which provided a summary of the work undertaken during 2021/22.

In response to the Chair, the Commissioner emphasised the importance of acting promptly to make use of external funding opportunities. In 2021/22, this had enabled improved support for victims of sexual and domestic violence, and delivery of projects to address violence against women and girls.

Polly Reed (Chief Executive, OPCC) advised that the Office of the Police and Crime Commissioner (OPCC) had demonstrated a proactive approach to accessing external funding, which had seen an increase in recent years. Allocation of funding was often proportionate to the size of the policing area. However, there was no evidence to suggest that Warwickshire was disadvantaged by the terms of grant schemes.

In response to the Chair, the Commissioner advised that it had been determined to restructure the OPCC in response to increased and rising demand, including administering of appeals, as well as an expansion of the criminal justice element of the PCC's role.

Polly Reed advised that PCCs were provided with an option to appoint a deputy. The Commissioner had chosen to make use of this opportunity. She advised that a review of the OPCC's statutory function had identified areas where structural changes would better support delivery of objectives. She advised that roles and responsibilities had been reassigned across existing posts within the staffing structure. The staff headcount had increased by one part-time position, the recently appointed Communications and Engagement Officer.

The Chair drew attention to the table within Section 9.1 of the Report outlining budget, outturn, and variance figures for 2021/22. He queried the figure quoted for gross expenditure: the outturn amount was £124.301m but the budget figure was £119.378m. This constituted a difference of approximately £3m. He suggested that the figures quoted for Supplies and Services contributed to the anomalous variance. He requested that the table be reviewed, that the Panel be provided with updated figures, and that the commentary within the Report be amended, if required.

Polly Reed advised that this was a typographical error. The £14.854m outturn amount for Supplies and Services was inaccurate and would be corrected. A revised table would be provided.

6. Appointment of Working Groups

The Chair introduced the report which outlined arrangements for the Panel's two Working Groups – the Budget Working Group and the Planning & Performance Working Group. The Panel was asked to confirm the continuation of the two groups, the terms of reference for each group, and the membership for the 2022/23 municipal year.

In response to the Chair, members expressed confidence that the working groups made a meaningful contribution to the work of the wider Panel and added value.

The Police and Crime Commissioner (PCC) stated that he was content to continue to provide officer support to the two working groups. However, he underlined the time commitment that this entailed. He asked that the working groups take a proportionate approach to enquiries to the OPCC, recognising the demands on officers' time.

Polly Reed (Chief Executive, OPCC) requested that an amendment be made under the 'Indicators of Success' on the terms of reference for each working group. Rather than "that the PCC acts on recommendations put forward by the Police and Crime Panel", she asked that the terms of reference state "that the PCC considers recommendations put forward by the Police and Crime Panel". This would be better aligned with statutory guidance.

Polly Reed requested that the 'Key Officers / Departments' section of the Terms of Reference for the Planning & Performance Working Group be determined following clarification of arrangements for specific OPCC officer support.

The Chair agreed that officer support for the Planning & Performance Working Group be determined following the meeting. He expressed willingness for the 'Indicators of Success' criteria to be revised. However, he stated that, should a working group raise an issue of fundamental concern, it would be important to be assured that action would be taken by the Commissioner.

Following discussion, the Chair suggested that under 'Indicators of Success', the terms of reference for the working groups be amended to "that the PCC reviews and responds to recommendations put forward by the Police and Crime Panel". This was supported by the Panel and Commissioner.

Resolved:

1. The Panel confirmed the continuation of the Budget Working Group and the Planning & Performance Working Group.
2. The Panel confirmed the terms of reference of the two working groups subject to revisions being made under 'Indicators of Success' for both groups, "that the PCC reviews and responds to recommendations put forward by the Police and Crime Panel" and finalisation of arrangements for specific officer support by the OPCC.

3. That the appointments to the Working Groups be as follows:
 - a. Budget Working Group: Councillors Jenny Fradgley (subject to confirmation), John Holland, Ray Jarvis, and Christopher Kettle.
 - b. Planning & Performance Working Group: Mr Andy Davis, Mr Andrew Davies, Councillors Barbara Brown, Clare Golby, Dave Humphreys, and Derek Poole.
4. That Councillor Christopher Kettle be appointed Chair of the Budget Working Group and that Mr Andy Davis be appointed Chair of the Planning & Performance Working Group.

7. Annual Report of the Police and Crime Panel 2021/22

The Chair introduced the Annual Report which provided a summary of the Panel's activities and achievements during 2021/22 and priorities for the municipal year ahead.

Councillor Poole moved that the Panel endorse the Annual Report. He praised the contribution made by Councillor David Reilly as Chair.

The Chair seconded the motion which was unanimously supported by members.

The Chair sought members' agreement that a letter be sent to Councillor David Reilly expressing the Panel's gratitude and esteem. This was agreed.

Resolved:

That the Panel endorses the Annual Report for 2021/22.

8. Areas of Community Concern

The Chair introduced this item which followed the Panel's resolution in April 2022 to introduce a means to evaluate the strategic implications of any residents' concerns reported to councillors.

In response to the Chair, the Police and Crime Commissioner (PCC) advised that deployment of officers to the Rural Crime Team was an operational consideration. There were vacancies; however, funding for the agreed allocation of officers was in place. He would raise the issue with the Chief Constable.

The Deputy Police and Crime Commissioner (DPCC) stated that the Rural Crime Team was a considerable asset. Efforts were being made by the Chief Constable to fill vacancies. However, it was a specialised area of policing. She advised that as newly trained officers developed in knowledge and experience, there would be improved scope for deployment to the Rural Crime Team.

The Commissioner advised that figures recently published by a national newspaper provided a misleading account of police performance in response to burglaries. He advised that the data used included offences where there had been thefts and attempted thefts from garages, sheds, and commercial buildings. In Warwickshire, priority was allocated to 'home invasions' which had the

worst impact on victims. Recent quarterly data showed that Warwickshire Police was the best performing Force nationally for burglary reduction.

The Chair suggested that a focus on trends, drawing on statistical analysis, would help to inform an improved understanding of the response of Warwickshire Police to burglary, both domestic and non-domestic; conviction rates; and approaches to reduce offending. It was agreed to allocate this work to the Planning & Performance Working Group.

The Commissioner queried whether 'Areas of Community Concern' as a regular agenda item was sufficiently defined. He stated that specific local issues could be resolved outside of Panel meetings, enabling a focus on strategic matters.

The Chair suggested that consideration be given to examining the strategic implications of residents' concerns with the prospect of engaging with Community Safety Partnerships (CSP) to support resolution of local issues. Where there were countywide implications, matters could be escalated to the Panel.

It was resolved that the Panel would contact the four CSPs to provide a means for any community concerns which had high-level, strategic implications to be raised at Panel meetings. The agenda item would be renamed 'Issues Raised by Community Safety Partnerships'.

9. Work Programme

The Chair sought agreement for the Planning & Performance Working Group to be allocated responsibility for analysis of trends associated with the resolution of burglary. It was agreed that this be added to the Work Programme.

10. Dates of Meetings

Future Meeting dates were noted.

11. Any Urgent Items

There were none.

12. Reports Containing Confidential or Exempt Information

As there were no complaints to consider, there was no requirement to enter confidential session

13. Complaints

There were none.

The meeting rose at 15.54.

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Chair

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Police and Crime Panel 22 September 2022

Report of the Police and Crime Commissioner

Report Author	OPCC Warwickshire
Report Date	13 September 2022
Security Classification	Official
Disclosable under Freedom of Information Act?	Yes

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Foreword

This is the first Police and Crime Panel taking place since the death of Her Majesty Queen Elizabeth II. I therefore want to place on record my condolences to the Royal Family at this sad time and pay tribute to our nation's longest-serving monarch.

During her remarkable reign, Queen Elizabeth showed an unstinting and steadfast dedication to public service. Her example will continue to inspire everyone in public life for many years to come. With great wisdom and kindness, Her Majesty touched countless lives and I know people from right across Warwickshire share my deep sadness at her passing.

I was privileged to be able to speak alongside the Chief Constable and Force Chaplain at special Service of Thanksgiving held at Leek Wootton on September 9, attended by officers and staff from Warwickshire Police. I spoke of the need to celebrate Her Majesty's life as well as the importance of the continuity of the monarchy.

On taking the office of constable, all police officers in the county will have sworn their allegiance to Her Majesty the Queen, her heirs, and successors. It is in this spirit that we must grieve the loss of the Queen while also welcoming our new monarch, King Charles III. God save the King.

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 as the county's Police and Crime Commissioner (PCC) since the Panel's last meeting on Thursday 23 June 2022.

Following the meeting, on the 20 July 2022 the Chair of the Panel provided a letter to my office in which he set out a number of issues where further information was requested. In summary, these were: -

- i. Clarification on the financial position as set out in my Annual Report 2020/21.
- ii. The proportion and deployment of inexperienced officers and their development.
- iii. Burglary detection rates.

A letter of response to these issues has been provided, including clarification on the financial position in my Annual Report 2020/21. I also gave an undertaking to provide in a future report to the Panel a summary of the proportion and deployment of inexperienced officers. In addition, that a summary of burglary detection rates would also be included for the information of the Panel members.

1.1 Proportion and deployment of inexperienced officers

As a pragmatic interpretation of the term 'inexperienced' I have considered that this refers to all student officers. To provide a more comprehensive answer to the

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question posed, it should be noted that there are currently three entry routes to join Warwickshire Police as a police officer through the Police Education Qualifications Framework (PEQF), with different training requirements and duration:

- i. **Police Constable Degree Apprenticeship (PCDA)** A three-year programme for non-degree holders. On successfully completing the programme, the officer will achieve a graduate diploma in Professional Policing Practice.
- ii. **Degree Holder Entry Programme (PCDHEP)** A two-year programme for degree holders, rotated through various police specialisms, experiencing 24/7 frontline policing in Response, Investigations, Intelligence and Patrol. On successful completion of the programme, the officer will achieve a graduate diploma in Professional Policing Practice.
- iii. **Detective Constable Degree Holder Entry Programme (DCDHEP)** A two-year programme for degree holders who want to become Detective Constable. On successfully completing the programme, the officer will achieve a graduate diploma in Professional Policing Practice (Detective).

Given the requirement for the student officers to undertake academic work and be rotated through various specialisms to gain a more holistic experience of policing, the proportions of student officers within the various departments in Warwickshire Police is in a state of constant flux. The following figures are therefore broad and should be considered as approximations, and are with reference to the force headcount in the two main operational directorates of Local Policing and Protective Services in Warwickshire Police:

Workforce Establishment

- Number of officers currently in Local Policing Directorate = 532
- Number of officers currently in Protective Services Directorate = 317

Student Officers

- Total number of PCDA students = 112
- Total number of PCDHEP students = 15
- Total number of DCDHEP students = 15
- Grand total number of student officers = 142

Proportions

- Given that there are 809 officers in Warwickshire Police at the rank of Police Constable, the proportion of these who are student officers = 17%.
- PCDA + PCDHEP student officers at a % of Local Policing = 24%
- DCDHEP student officers as a % of Protective Services = 5%

It should be noted that the within the Local Policing Directorate there are 336 police officers in the Incident Response (Patrol) department, and this is where the majority of the PCDA + PCDHEP students will be predominately deployed during their training, therefore:

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- PCDA + PCDHEP student officers as a % of Incident Response = 38%

In terms of the supplementary question posed by the Chair, ‘*what are the longer-term plans to support the development of recently recruited officers?*’

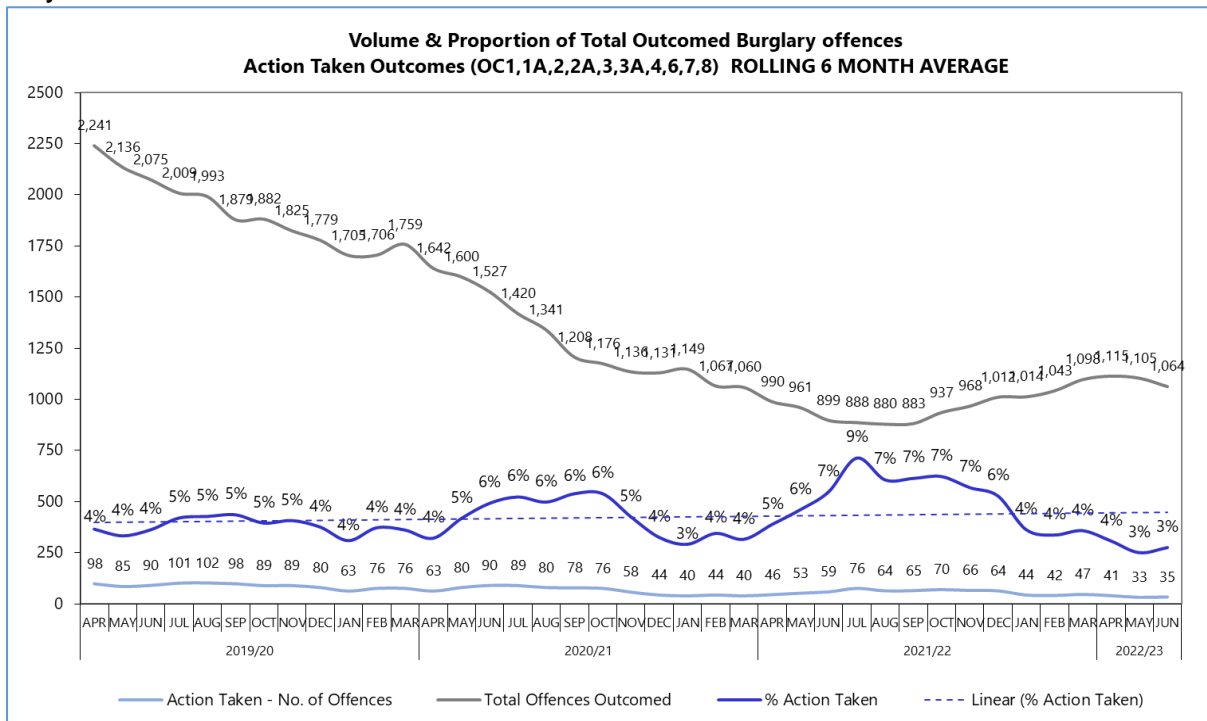
The Head of the force’s Learning and Development (P&D) department has provided the following summation of the force’s position: ‘*Once officers have completed their PEQF programme, they can remain in post or as part of their development conversation with their line manager can seek out shadowing opportunities to learn more about different areas of the business and where they may wish to specialise in the future. To support their ongoing career development, they can access a coach or mentor from the coaching and mentoring portal, they can self-refer and can access internal or external coach / mentors.*

If recently recruited officers have an ambition to continue with their academic qualification post degree, they can apply for funding through two different routes.

To support their ongoing learning, L&D are currently working with change management programmes to understand the Continual Professional Development (CDP) requirements and consideration will then be given to implementing a CPD model, which will include addressing the development needs of recently recruited officers’.

1.2 Burglary detection rates

The following data is taken from Warwickshire Police’s Performance Summary for July 2022.



Graph 2 - Burglary Offences and Action Taken

Action Taken rates are reported one month in arrears. As can be seen, the rolling six-month average for ‘Action Taken’ (detection) rate in June 2022 was at 3%.

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This rate should however be considered in light of the significant reductions in burglary offences that has been achieved over the past three years. As I stated in my letter of response to the Panel's query on this issue, over the last 10 years burglary offences have dropped nationally by 51% and during the last 3 years there has been a reduction of 35%. The pandemic has of course impacted this figure with more people working from home acting as deterrent. In addition, policing prioritises its approach to what is termed as 'home invasions' (i.e. Dwelling breaks) as these have the most impact on victims and this is where the public would expect policing to prioritise its finite resources.

In respect of positive outcomes, the rates have been steadily falling over the last decade for an entire range of reasons; however policing needs to improve and I take some reassurance from the fact that Deputy Chief Constable Alex Franklin-Smith is the national policing lead for burglary.

2. Progress against police and crime plan objectives

A 'plan on a page' of the priorities of my Police and Crime Plan 2021-2025 are shown on the below infographic for ease of reference:

Warwickshire Police and Crime Plan 2021-25



Philip Secombe
Police and Crime
Commissioner
for Warwickshire

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

To achieve this, my priorities are to:

<p>1. Fight crime and reduce reoffending</p> <p>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.</p>	<p>2. Deliver visible and effective policing</p> <p>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.</p>	<p>3. Keep people safe and reduce harm</p> <p>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.</p>	<p>4. Strengthen communities</p> <p>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.</p>	<p>5. Deliver better justice for all</p> <p>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.</p>
<p>Areas of focus:</p>				
<p>Violent crime County Lines and knife crime</p> <p>Organised crime Drugs, exploitation, fraud and cyber crime</p> <p>Re-offending Substance misuse, managing offenders</p>	<p>Extra officers Including staff welfare and tackling officer assaults</p> <p>Neighbourhood policing Rural crime, burglary, vehicle crime and theft</p> <p>Transforming the force Better IT, buildings and fleet, including for the environment</p>	<p>Violence against women and girls Including domestic abuse, sexual violence, stalking</p> <p>Vulnerability Mental health, hate crime and homelessness</p> <p>Road safety Reducing death and injury</p>	<p>Involving communities Listening to people and using volunteers</p> <p>Crime prevention Supporting communities to deter criminal activity</p> <p>Partnership working Community safety and collaboration</p>	<p>Victims and witnesses Victim and witness rights and securing specialist support</p> <p>Improved communication Across policing and the criminal justice system</p> <p>Justice outcomes Better investigations and timelier results</p>
<p>Delivering value for money for the taxpayer through a good and balanced budget and efficient and effective services.</p>				

2.1 Assurance / Performance Framework

The OPCC have introduced a Quarterly Assurance Meeting to assess progress against the objectives and the success measures of the Police and Crime Plan 2021-2025.

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From September 2022, the Performance Framework has been introduced and designed to ensure that there is clear evidence of the progression of the Police and Crime Plan objectives (as above), and an effective and functioning police force.

There are five overarching principles that governed the development of the Performance Framework to ensure that it is:

- **Transparent** clear and pre-determined performance measures and interventions
- **Consistent** a uniform approach across all five priority areas, at different levels of the system, and across different types of providers
- **Proactive** thresholds for intervention that identify underperformance at an early stage, so that it can be swiftly addressed
- **Proportionate** intervention is related to risk and appropriate to the local circumstances
- **Focused** on recovery initial interventions will focus on improvement and will include action to address the root causes of issues, including 'system-level' risk.

The Performance Framework has been developed to demonstrate principles for change. The consistency and transparency afforded by the Performance Framework will better enable all parts of the system to work together to tackle underperformance, in line with the principle of subsidiarity, Force performance will be managed by the OPCC via Red, Amber, Green status rating.

2.2 Police and Crime Panel Performance and Planning Working Group.

A meeting of the Police and Crime Panel Performance and Planning Working Group was scheduled to be held on Thursday 15 September 2022, however due to the period of national mourning the meeting will now not take place.

2.3 Fight crime and reduce offending

A key priority of my Police and Crime Plan 2021-2025 is to '**fight crime and reduce reoffending**'.

- **Violent Crime**

My office working alongside with Warwickshire County Council has helped draft a Delivery Plan for the aims and objectives set out in the county's new Serious Violence Reduction Strategy. In September 2022, the draft is to be presented to the multi-agency Serious Organised Crime Joint Action Group (SOCJAG) for discussion.

- **Serious Organised Crime**

In respect of Modern Slavery and Human Trafficking (MSHT) as an often-unseen component of Serious Organised Crime (SOC), my office is now a member of the West Midlands Anti-Slavery Network thereby enabling a better understanding of the

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regional picture and the challenges that this SOC activity presents. My office is also a member of the Warwickshire Modern Slavery Steering Group and is actively supporting the Safer Warwickshire Initiative of improved training and education for MSHT 'first responders', so that the issues are better understood, and more victims are rescued from this pernicious criminality.

In addition, as part of my commissioning of new victim support services to commence in April 2023, a specification has been drawn up to fund a new Independent Modern Slavery Advocacy (MSA) service. This initiative will significantly improve the support offered to victims and survivors of MSHT in the county.

Cybercrime is another significant activity of SOC that is international in its origin and scope. Supporting victims of cyber-enabled and / or cyber-dependent crime is a priority for Victim Support, who I commission to support victims of crime in Warwickshire. Improving the links between Victim Support, Action Fraud, and the Warwickshire Police Economic Crime Unit are currently being reviewed to ensure that the most vulnerable victims are being properly supported. Victim Support currently receive from Action Fraud approximately 250 victim referrals per quarter.

A comprehensive paper on SOC was submitted by the OPCC to the meeting of the Panel in September 2021. This subject is to be revisited at the next meeting of the Governance and Performance Board on the 27 September 2022, where the topic of SOC has been selected as the Focus Subject to be explored in greater depth thereby providing me with an opportunity to 'hold to account' the Chief Constable in this important arena of performance.

- **Reoffending**

Specifically in relation to Substance Misuse, my office has been working on delivering the local requirements arising from the Government's '10 Year Drug Strategy: From Harm to Hope'. Under this strategy there is a requirement upon every police force area to establish a Combatting Drugs Partnership (CDP) to help deliver against its aims and to jointly commission appropriate services and projects.

Warwickshire has been a step ahead of this requirement and had already created a Drug and Alcohol Strategic Partnership (DASP), which has now subsumed the requirements of a CDP. Emma Daniell as my Deputy PCC has been appointed as Chair of the DASP and my office is working closely with Warwickshire County Council to develop the partnership.

The DASP is in its infancy but over the coming weeks and months it will produce a new Terms of Reference, a local Drug Profile and Needs Assessment, a local Strategy, and an associated Delivery Plan. This initiative represents an excellent opportunity to help combat organised crime, county lines and the harm that drugs and alcohol inflict on our communities.

Related to this issue of re-offending and substance misuse is that some unexpected additional funding has been allocated to police force areas for the introduction, or expansion, of the existing 'Drug Test on Arrest' (DTOA) programmes. The DTOA programme already exists in Warwickshire and occurs in police custody when a person is detained for certain 'trigger' offence, or on a senior officer's authority. The

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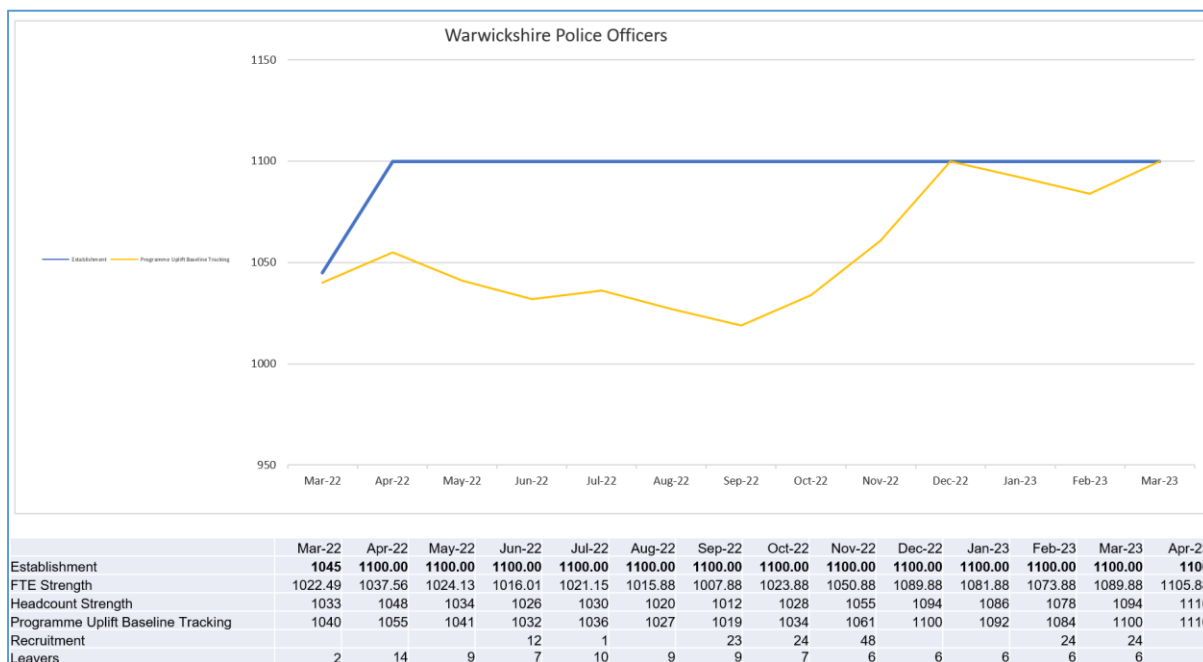
DTOA checks for the presence of opiates or cocaine. If a detainee tests positive, they can be referred to Change Grow Live (CGL), whose services I commission, to receive treatment rather than go to court. However, if the person fails to engage with the programme, then they can be arrested. My office is working closely with Warwickshire Police and CGL to establish appropriate pathways through which to channel the additional funding.

2.4 Deliver visible and effective policing

A key priority of my Police and Crime Plan 2021-2025 is to ‘**deliver visible and effective policing**’.

- **Extra Policing**

A key ambition of my Police and Crime Plan is to have more police officers in Warwickshire. The present numbers as shown in the below graph and table will increase through the Governments ‘Uplift’ programme of recruitment to achieve a force establishment of 1,100 officers during 2022/23:



Graph 1 - Police Officer Establishment

- **Transforming Warwickshire Police**

Following the success of the Evolve 2 change programme in disaggregating the remaining services shared with West Mercia Police as a consequence of the termination of the strategic alliance, the force has now embarked on the Empower change programme. This programme comprises of a holistic review of the force’s operating model to ensure that the force strives for continuous improvement, to deliver an effective and efficient service, and to better satisfy the public’s priorities and expectations. Under this change programme there are three workstreams of activity: -

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- i. **Empower: People.** An extensive review of the force's operating model, ensuring it can meet current and future demands.
- ii. **Empower: Place.** An extensive review of the force's police estate and fleet, ensuring that it is fit for the future.
- iii. **Empower: Technology.** Ensuring the ICT investments thousand maximised and that the modern technologies introduced under the Evolve programme and fully embraced.

The 'Empower: People' programme has now reported its recommendations to the chief officers and the majority have been accepted. The force is now embarking on implementing the agreed recommendation, which deliver a fundamental change in the way Local Policing Services are delivered. This includes the introduction of three Local Policing Areas in the North, South and East of the county. Local commanders will now have greater autonomy for the deployment of local resources, and greater accountability for performance.

In addition, under the new model there will be newly created Patrol Investigations Units to improve the effectiveness and efficiency of volume crime investigations, and a new Prevention Hub is to be created demonstrating Warwickshire Police's commitment to preventing crime.

In respect of vulnerability and sexual violence, a dedicated Rape, Serious Sexual Offence and High-Risk Domestic Abuse Team (DART) is to be established to improve service delivery to those effected and increase positive outcomes to the investigations conducted.

The progress of both 'Empower: Place' and 'Empower: Technology' are to be discussed as emerging topics at future Governance and Performance Boards during Q3 of 2022/23

2.5 Keep people safe and reduce harm

Another key priority of my Police and Crime Plan 2021-2025 is to '**keep people safe and reduce harm**',

- **Violence Against Women and Girls**

Under the focus areas of Violence Against Women and Girls (VAWG), my office continues to be represented at the county's VAWG Board and have been a key contributor to the VAWG 'call for evidence' (needs assessment) that has recently been completed. The assessment is assisting in developing a new VAWG Strategy and Delivery Plan for the county. In addition, my office has volunteered to chair a Task & Finish Group to work through the recommendations of the VAWG Domestic Abuse Perpetrator Review, and this work is progressing.

- **Vulnerability**

Under the focus area of Vulnerability, my office has sought to help fulfil a commitment made in the Police and Crime Plan to address the links between vulnerability and offending with homelessness:

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“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.”

Through our preparations for the next round of commissioning, my office has included a requirement in the specifications that is akin to the ‘Duty to Refer’ under the Homelessness Reduction Act 2017. Whilst the Police and Crime Commissioner is not a ‘specified public authority’ under this Act, and therefore does not hold the duty, we have sought to encourage better awareness and support for people who are homeless or at risk of being homeless by requiring future commissioned service providers to understand the duty and make referrals, as necessary.

In a similar vein, the Police and Crime Plan makes a specific commitment to reducing problem-gambling and gambling addiction in Warwickshire, due to the links it has with vulnerability, offending and substance misuse. Consequently, we have also sought to ensure appropriate awareness and provision of these issues and future service providers will be expected to ensure staff undergo training in Gambling Related Harm. Where problem-gambling is identified, the service provider will be expected to refer the service user into appropriate gambling support services.

It is hoped that these new requirements placed upon future commissioned services will help to address service users’ vulnerabilities more holistically and contribute towards reducing their risk of exploitation, further victimisation, and offending.

- **Road Safety**

Under the focus area of Road Safety, Staffordshire University have recently completed the ‘Warwickshire Road Victims Needs Assessment’, which I commissioned. This is a comprehensive and ground-breaking piece of research that clearly evidences the needs of the bereaved and those suffering life-changing injuries on Warwickshire roads. It also shows beyond doubt that the pioneering work of the commissioned Warwickshire ‘Independent Road Victims Advocate’ (IRVA) is needed and highly valued by those who use the IRVA services. The needs assessment strongly recommends developing this service into a longer-term commissioned service, and this is now being progressed by my office.

2.6 Strengthen communities

Another key priority of my Police and Crime Plan 2021-2025 is to ‘**strengthen communities**’.

- **Crime Prevention and Partnership Working**

Under these two focus areas, my office continues to work closely with Warwickshire County Councils (WCC) Community Safety Team to finalise the details of a renewed collaboration agreement between both organisations on shared community safety priorities. This includes my funding of two Community Safety Coordinators and 1.4 posts for Community Safety Analysts, as well as contributing to the funding of the PREVENT Coordinator role. On Friday 2 September 2022, a strategic workshop took

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place involving senior staff from my office and WCC to provided continued engagement and momentum.

The ongoing collaboration between the OPCC and the Community Safety Teams of WCC and the county's District and Borough, has recently led to the securing of an additional £354,000 of funding from the Home Office's 'Safer Streets Round 4' grant fund. This, along with an additional £198,000 of local match funding, will result in a range of improvements and interventions at locations across the county.

A review, which my office is supporting, is currently being undertaken of the Warwickshire Unauthorised Encampments (UE) Protocol 2017, which was originally written by my office to help deal with a rise in UE activity at that time. Ownership and responsibility of the Protocol was subsequently passed to the WCC Community Safety Team and the review has been initiated due to the recent change in legislation on trespass as defined by the 'Police, Crime, Sentencing and Courts Act 2022'. UE continue to pose challenges across the county and Warwickshire Police have already embraced the new legislation, having used it to bring about a successful resolution to a small number of UEs in the county.

In respect of Community Safety Partnerships (CSP), Section 6 of the Crime and Disorder Act 1998 requires 'Responsible Authorities' (commonly referred to as a Community Safety Partnership) in a local government area to work together in formulating and implementing strategies to tackle local crime and disorder in the area. There is currently ongoing a national review of the role of CSPs and in addition Rugby Borough Council have independently commissioned a further review of the activities and operating model of the Rugby CSP to complement a review that was conducted by WCC two-years ago. The aim of the Rugby CSP review is to reconsider the earlier review's finding, monitor progress against them, and improve the CSP's operations. The OPCC has agreed to support the consultation process in the coming weeks.

2.7 Deliver better justice for all

Another key priority of my Police and Crime Plan 2021-2025 is to '**deliver better justice for all**'.

- **Victims and Witnesses**

Victim Support continue to be the main support service for victims of crime in Warwickshire. Dealing with approximately 2000 referrals per quarter their standard of service delivery is consistently strong and victim satisfaction rates with the service received is consistently high. Victim Support ensure every single victim of crime receives a copy of the Code of Rights for Victims of Crime 2021 to ensure the 12 rights of victims as defined by the Code become well established and delivered by the criminal justice agencies in Warwickshire. PCCs still await further direction and clarity from the Ministry of Justice in respect full code compliance criteria. It is hoped the Government's Victim's Bill will provide that clarity.

I am concerned about the impact the current court situation will have on victims in Warwickshire, and on the delivery of effective justice in a sensible timeframe for

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perpetrators. I continue to seek updates and answers at criminal justice meetings about these issues.

- **Justice Outcomes**

I continue to Chair the Local Criminal Justice Board (LCJB), which meets quarterly and receives exceptionally good attendance and engagement from key partner agencies. At present, of key concern to the LCJB and to my office is the lack of Magistrates Courts in Warwickshire, although we have now thankfully heard after many months of asking that HMCTS plan to start returning these courts to Warwickshire's Justice Centre from October 2022.

The court backlogs that are principally due the Covid 19 pandemic remain a challenge and it will take a significant period to return to any form of normality. However, the industrial action taken by members of the Criminal Bar has now brought an additional complexity to this situation. The harsh reality is that victims and witnesses will have to wait further extended lengths of time for their cases to progress through the criminal justice system and without doubt some will lose confidence and disengage from the process.

In more positive news, my office has recently recruited a new LCJB Manager which will help to strengthen the workings of LCJB. This post is jointly funded by criminal justice partners but will be employed by my office, I envisage will be confirmed in post by November.

My Policy and Partnership Team within the OPCC is working hard on other matters relating to delivering justice, including sitting on the force's steering group to help develop the new Two Tier Out of Court Disposal Framework. This is due to take effect from April 2023 and is nationally mandated and seeks to both simplify and enhance the Out of Court Disposal offer. A full update on this will follow once arrangements are in place, but it is essential that these disposals are implemented appropriately to achieve the aims of ensuring effective and proportion justice, reduce reoffending, and divert people from the criminal justice system at an early point of entry. It is pleasing that my office can be involved in ensuring it is successfully implemented.

The Independent Custody Visitor (ICV) Scheme that I am mandated to host and govern by the Home Office continues to operate well in Warwickshire. We have recently recruited four new ICVs, with interviews scheduled for a further two applicants. This will significantly assist in bolstering the scheme's resilience and diversity of views and experience amongst the volunteers. The North and South ICV Panels recently came together, jointly participating in productive conversations about ways to improve and strengthen the scheme and the ICVs' activities in Custody.

The Appropriate Adult Volunteer Scheme that I initiated has been operational since November 2021 and is going from strength to strength. At the time of writing there have been more than 100 instances of the volunteers supporting vulnerable adults held in police detention, totalling nearly 300 hours of voluntary service.

The benefits of this for the detainees, Warwickshire Police, and my office are significant, whereby vulnerable detainees have the benefit of being supported by a

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local resident who is a fellow member of their community, has knowledge of local matters, and can attend quickly with little notice. The force has the benefit that they can call on a local person who can present to Custody within a short space of time and at little cost. And my office has the benefit of additional first-hand insights into the treatment and welfare of detainees in the care of Warwickshire Police, with which to 'hold to account' the Chief Constable. At present, we have five Appropriate Adult volunteers (all who have remained with the scheme since its inception), and this month we have offered the role to three new volunteers pending their vetting and training. The scheme has also been named as one of two finalist teams in this year's Lord Ferrers Award, in the OPCC team category. I am incredibly pleased that their exemplary work has been recognised and wish them all the best of luck at the celebratory ceremony in London this October, where the Home Office will announce the winners.

3. Communications and engagement activity

3.1 Engagement

Over the past four months, along with my Deputy PCC, I have participated in a diverse range of meeting with elected officers, partner agencies, third sector organisation and members of the public, including: -

June 2022

- 04/06/2022 - Kenilworth Show, with Rural Crime Team
- 06/06/2022 - Beaudesert & Henley in Arden Parish Council Meeting
- 07/06/2022 - Visit to the Leamington Justice Centre (Deputy PCC)
- 13/06/2022 - Galley Common Residents Association, Nuneaton
- 23/06/2022 - Brady Club, Rugby

July 2022

- 05/07/2022 - Youth Councillors Meeting, Shirehall, Warwick (Deputy PCC)
- 21/07/2022 - Change, Grow, Live (commissioned service), Leamington
- 27/07/2022 - Camp Hill Community Surgery, Nuneaton
- 27/07/2022 - Long Itchington Parish Council
- 28/07/2022 - Crime prevention event, Stratford-upon-Avon (Deputy PCC)
- 28/07/2022 - Meeting with Craig Tracey MP, Atherstone
- 28/07/2022 - Visit to the Blue-Sky Centre, Nuneaton
- 30/07/2022 - Game Fair, Ragley Hall, with Rural Crime Team

August 2022

- 02/08/2022 - Visit to BVS Gurdwara, Exhall
- 20/08/2022 - Warwickshire Pride, Leamington Spa
- 24/08/2022 - Visit to Victim Support (commissioned service), Bedworth

September 2022

- 12/09/2022 - Visit to RoSA (commissioned service), Rugby
- 12/09/2022 - Lapworth Parish Council
- 13/09/2022 - Visit to Refuge (commissioned service), Leamington Spa
- 15/09/2022 - Coleshill Community Hub (Deputy PCC)

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I would like to highlight the attendance of my office at the Warwickshire Pride in August, where we held the first of our expanded programme of community engagement. For the first time, the OPCC had a stand at the event for the entire day giving me and the team the opportunity to talk to members of the public, explain the role of the PCC and OPCC and seek their feedback on a wide range of subjects. The event was extremely well-attended, and we engaged with more than 240 people during the day.



A programme of similar events is planned across the remainder of the year, with attendance by invitation to a diverse range of existing community meetings and the organisation of our own events.

3.2 Budget Consultation

I have launched the 'Your Police, Your Views' survey to gather the public's views on policing, community safety matters and gain a wider understanding of the attitudes towards paying for policing services.

The survey, which is available online with paper copies of the question set also available on request, will run over the next three months until 16th December.

The earlier launch date will allow for a widespread publicity campaign and associated community engagement events to take place. The intention is to increase participation and to broaden as far as possible the range of viewpoints that can be gathered.

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The draft question set was presented to a working group of Panel members on 24th August 2022. In response to their feedback, the question set was revised with additional supporting information provided to explain the current financial circumstances of the force and provide context to assist respondents. A paper outlining the various promotion methods was also circulated to Panel members prior to the working group.

Data from the survey will be monitored as it comes in and snapshot reports provided at regular intervals to help inform the series of budget discussions that will take place during the development of the draft budget. The feedback received will also help to inform the precept setting process.

The last section of the survey provides optional questions to establish the demographics of the respondents, and this will be used to direct targeted communications later in the campaign to boost responses from sections of the community which appear to be under-represented.

A summary report of the findings from the survey will be published in January 2023.

The launch media release at: <https://www.warwickshire-pcc.gov.uk/major-survey-on-police-priorities-and-funding-launches/>.

I would urge Panel members to support the survey's promotion amongst the county's communities and encourage others to do likewise, so that we can ensure a strong response.

3.3 Communication and Engagement Strategy

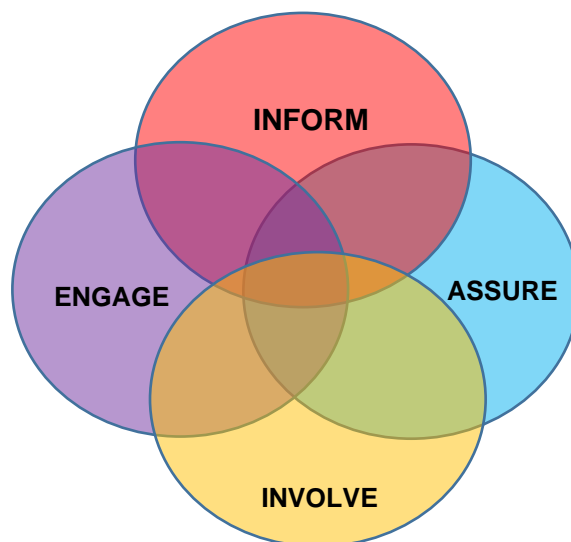
The budget consultation sits as part of my wider Communications and Engagement Strategy, which has recently been refreshed to broaden the engagement activities I and my office conduct. This has been supported by the appointment of an Engagement Officer to help deliver this important work in the community.

The strategy seeks to set in place an extensive and expanded programme of engagement and consultation, in support of the priority of my Police and Crime Plan: to Strengthen Communities.

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In doing so, it outlines several strategic objectives with the intention that all communications or consultation activity would derive from one or more of the strands. These are:

- **Inform.** Communities and service users have a clear understanding of the role, priorities, services, activities and achievements of the Commissioner and his office (OPCC).
- **Engage.** Communities have opportunities to engage with the Commissioner and his office to raise issues, highlight the priorities that are important to them and gain feedback on the actions taken by the OPCC to address them.
- **Assure.** Communities have trust in the OPCC and are confident that public money is used wisely and in accordance with the priorities of the Police and Crime Plan. They are also assured that the OPCC meets its statutory obligations and is effective in holding the force to account and delivering an efficient and effective policing service.
- **Involve.** Residents, service users, partners and businesses are involved in decision making, helping to shape and scrutinise service delivery and allowing them to take action to make communities safer.



An outline workplan of activity in support of these objectives is contained within the strategy, with identified internal, external and stakeholder audiences.

A copy of the strategy is provided as an appendix to this report, and I will give an overview presentation of the planned activity during the Panel meeting.

4. Grants and commissioning

Work on the recommissioning of some key services from April 2023 has continued. I have approved that five service lots will be tendered as follows:

- Lot 1 - General victim cope and recovery services,
- Lot 2 - Sexual abuse and violence recovery services,
- Lot 3 - Child Exploitation Recovery Services

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- Lot 4 - Modern Slavery and human trafficking
- Lot 5 - Restorative justice services.

The contracts will run for a period of three-years, with potential to be extended for a further two-years. The baseline annual cost of all the services is anticipated to be circa £1m per annum and will be funded partly through the annual Ministry of Justice victim services core grant, which we receive each year, and partly from local funding.

A market engagement session has been held with potential partners, and work is currently ongoing to develop service specifications based on the evidence gathered and recommendations made in the independent needs assessment, which was commissioned and presented to me and OPCC staff earlier in the year. The invitations to tender will be despatched following the period of national mourning. Following receipt of the applications, a period of evaluation and clarification will follow with the contract award announcements in late December 2022.

Work is also underway on separately commissioning road safety victim services, following the more recent receipt of a separate independent road victims support service needs assessment. The intention is that a separate round of commissioning will be undertaken for commissioning some new services to address the recommendations in the report. The intention is that these services will be commissioned and put into effect during 2023/24.

I am pleased to be able to report that my office has successfully bid for additional funding from the Ministry of Justice, totalling £418,520 per annum for each of the next 3 years. This funding will enable us to work with our partners to improve services for the victims of domestic abuse and sexual violence, and staff are in the process of allocating funding to partners to deliver projects and enhanced services across the county.

My office has also worked with key Local Authority partners to bid for over £350,000 of Safer Streets 4 funding, spanning this year and next. The OPCC is the lead partner for receipt and allocation of the funding, working with partners who will deliver projects in various localities across Warwickshire to address the VAWG agenda.

Finally, a further £200,000 of funding has been allocated to the office to continue the Domestic Abuse Perpetrator Programme (DAPP) that was successfully developed and implemented by the office in conjunction with a key partner in 2021/22. The scheme funding was due to end in August 2022, but the additional funding secured by the office will now enable the scheme to run to the end of the financial year.

5. Holding to account activity

5.1 Governance and Performance Board

To facilitate my statutory duty under the Police Reform and Responsibility Act 2011 to 'hold to account' the Chief Constable of Warwickshire Police for policing services, I hold a Governance and Performance Board (GPB) each month with Chief Constable Debbie Tedds, and senior officers from the force and the OPCC. At each

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meeting of the GPB a Focus Subject of specific interest or concern is selected for additional scrutiny, these are scheduled for 2022/23 as:

- April - National Crime and Policing Measures
- May – Road Safety
- June - Health and Wellbeing of Warwickshire Police
- July - Public Engagement and Contact
- August – Neighbourhood Crime
- September - Serious Organised Crime
- October - Domestic Abuse, and Rape and Serious Sexual Assault
- November - Victims and Witnesses
- December - Offender Management
- January - Safeguarding children
- February - Crime Prevention, and Problem Solving
- March – Organised Crime

Minutes of these meetings, together with quarterly scrutiny of the force's performance data, are published on the OPCC website at:

[Office of the Police and Crime Commissioner for Warwickshire \(warwickshire-pcc.gov.uk\)](https://www.pcc.gov.uk)

5.2 National Policing Measures

As part of the Government's strategic priority for there to be a relentless focus on cutting crime and to improve police performance, the National Policing Measures have been introduced. The measures therefore set out the Government's key national priorities on crime: -

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

These National Policing Measures are monitored on a quarterly basis against a national baseline of June 2019, as selected by the Home Office and were discussed in August 2022 as, this subject was discussed as the Focus Subject at the Governance and Performance Board.

OFFICIAL**6. Finance**

A meeting of the Police and Crime Panel Budget Working Group was scheduled to be held on Wednesday 14 September 2022, however due to the period of national mourning the meeting will now be re-scheduled to a future date.

7. Deputy Police and Crime Commissioner

As the Panel are already aware, in May 2022 Emma Daniell was appointed as my Deputy Police and Crime Commissioner and since then has spent some time getting to better know the County and understanding the workings of Warwickshire Police. Her recent operational policing background has been invaluable in providing a distinct perspective to my office, assisting me in 'holding to account' the Chief Constable and in identifying areas of performance where improvements can be made by the force.

Emma has visited the services that I commission and has liaised with the force in relation to these. She has also engaged with several the grant recipients and through her contact within the force has found other areas that could benefit from future grant funding to directly support the objectives of my Police and Crime Plan.

In terms of governance arrangements, Emma will now be chairing the Drugs and Alcohol Strategic Partnership, and vice-chairing the multi-agency SOCJAG meeting those deals with serious crime. She will also be working alongside our partners within the Community Safety Partnerships to ensure that we are as effective as possible within the crime prevention space.

Emma is passionate about supporting and engaging with the various communities of young people in Warwickshire. Consequently, she now sits on the Youth Justice Board and is also actively seeking regular engagement opportunities with this section of our society to ensure that we hear and fully understand their views on the police and crime plan.

8. Office of the Police and Crime Commissioner

Since the last meeting of the Panel, Jemima Busby has joined the OPCC as an Assurance and Scrutiny Officer, and Esther Ion as a Personal Assistant.

9. Regional and National matters for consideration

Since the last meeting I have continued to engage on regional and national matters. As the Panel will be aware my interest in road safety matters has led me to lead the regional work in this area; we are working on some projects with partner OPCCs. I also continue to sit as a Director on Blue Light Commercial.

On 8 September 2022, I spoke on behalf of PCCs at the Emergency Services at the Excellence in Blue Light national conference.

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Communication and Engagement Strategy 2022-25

Report Author	Neil Tipton
Report Date	July 2022
Security Classification	OFFICIAL
Disclosable under Freedom of Information Act?	Yes

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Foreword from the Commissioner

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

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

Communication and engagement form a fundamental part of how I will achieve this and this strategy sets out how I will give the public and stakeholders that strong voice.

My approach will be to:-

- communicate my activities comprehensively to the broadest range of audiences
- consult with the public and stakeholders to listen to their views and ensure due consideration is given to them when policy and decisions are made;
- engage widely providing residents and stakeholders with the opportunity to discuss issues that impact and affect them.

As a result of these activities I aim to have a better understanding of:-

- the public's and stakeholders' needs and expectations of the police and local partners;
- how effectively Warwickshire Police and partners currently meet those needs;
- what needs to change in order to meet these needs in the future.

This will give me an informed position to hold the Chief Constable and local partners to account to ensure that the services they deliver to the public continue to improve.

Philip Seccombe TD

Police and Crime Commissioner for Warwickshire

Introduction

Communication and engagement have a key role in ensuring that the Police and Crime Commissioner can carry out his duty to inform people about policies and activities which have an impact on them and, crucially, involve them in the decision-making process. By engaging as broadly as possible with all relevant individuals and organisations, insights into the key challenges for Warwickshire can be gained, allowing the right policing objectives to deal with them.

A well-informed and engaged community is much more likely to have increased trust and confidence in the police and to be supportive of measures and initiatives which seek to reduce crime and anti-social behaviour. Equally, by giving the public and stakeholders a genuine opportunity to shape and influence policing and community safety priorities, service delivery can only improve.

This strategy sets out how Warwickshire Police and Commissioner Philip Seccombe, aided by Deputy Police and Crime Commissioner Emma Daniell and the wider office (OPCC), intend to communicate and engage with communities and key stakeholders across the county, regionally and on a national level.

It also ensures the Commissioner demonstrates compliance with his statutory duties and responsibilities in relation to communications, consultation and engagement, as outlined in Appendix A and Appendix B.

Supporting the Police and Crime Plan

The Commissioner's Police and Crime Plan sets the strategic direction for policing, community safety and criminal justice in Warwickshire. It outlines five priorities to guide the work of the Commissioner and the OPCC, one of these being to 'Strengthen Communities'. The shared outcome from this priority is that 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.

A key focus area under the Strengthen Communities priority is 'Involving Communities', from which the bulk of the activity of this Communications and Engagement Strategy will sit. Some of the key communications activity under this heading includes:

- an extensive and expanded programme of engagement and consultation
- engaging with communities at events and meetings
- using feedback to keep the police and other organisations focused on the issues that matter
- listening to groups who are particularly underrepresented
- ensuring there are opportunities which encourage young people to be active and productive citizens

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- actively supporting the Citizens in Policing Programme, including the successful Citizens' Academies organised by Warwickshire Police.

What do we mean by communication and engagement?

The dictionary defines communication as the 'giving or exchanging of information' but effective communication requires much more than this. Simple broadcasting of information without knowing who the intended audience is or listening to what they may have to say is unlikely to be successful and open to misunderstanding and confusion.

That's why engagement sits alongside communication activities to ensure that we make sure that we listen to communities and ask for their input and feedback, actively involving them in decision making and building stronger relationships. At the same time, it helps us monitor and improve the understanding of our communications messaging across a breadth of often complex topics.

The heart of the Commissioner's role is to be the voice of the public on policing and community safety matters and it is therefore imperative that he engages widely with communities across Warwickshire and is able to communicate effectively while doing so.

Our communications activity is therefore designed to inform the public, raise awareness, correct inaccurate information, build trust and confidence in policing and criminal justice while also demonstrating the work of the Commissioner and wider OPCC.

Our engagement activity helps us to build relationships, steer activities and influence strategic decision making.

Our strategic objectives

By having an overarching strategy for communications and engagement, we can ensure our activity is effective and targeted at the right people and at the right time, supports our strategic vision and ensures that we monitor the outcomes

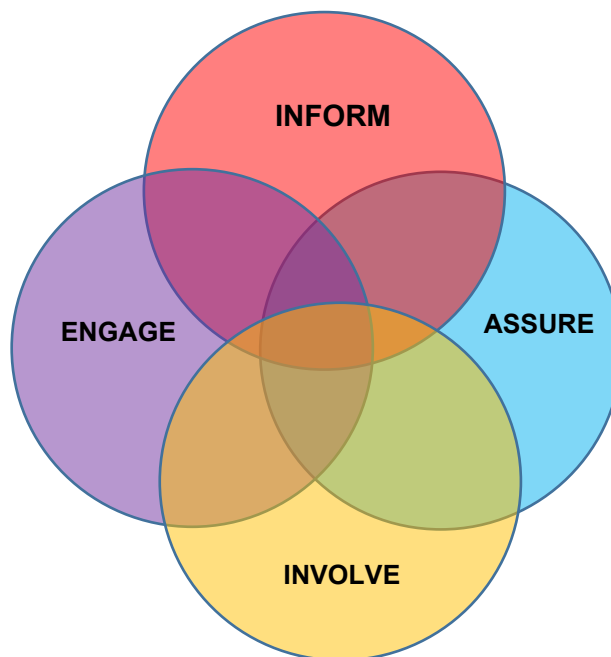
Equally, it is important to provide a clear framework for delivering communication and engagement activity to ensure that it produces effective, measurable outcomes which support the overall vision. There is little value in doing things well if they are the wrong things to do.

To ensure this is the case, our communications and engagement activity will meet at least one or more of the following strategic objectives:

- **Inform** – communities and service users have a clear understanding of the role, priorities, services, activities and achievements of the Commissioner and his office (OPCC).

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- **Engage** – communities have opportunities to engage with the Commissioner and his office to raise issues, highlight the priorities that are important to them and gain feedback on the actions taken by the OPCC to address them.
- **Assure** – communities have trust in the OPCC and are confident that public money is used wisely and in accordance with the priorities of the Police and Crime Plan. They are also assured that the OPCC meets its statutory obligations and is effective in holding the force to account and delivering an efficient and effective policing service.
- **Involve** – residents, service users, partners and businesses are involved in decision making, helping to shape and scrutinise service delivery and allowing them to take action to make communities safer.



Our values

We will apply the following values to ensure that all communications and engagement activity is:

- **Representative and inclusive:**
Activities should be fair and representative in terms of geography, demography, identity. We will be proactive in ensuring to those that may be under-represented, seldom heard or disengaged can actively be represented, including those with direct experience of the criminal justice system.
- **Collaborative and joined up:**
The OPCC will work collaboratively with Warwickshire Police and partner agencies to minimise duplication and share skills, resources and results of consultation and engagement activity across partner agencies. This will help to deliver efficiencies, identify benchmarking opportunities, share best practice and reduce 'communications overload'.
- **Cost effective and provides value for money:**
The OPCC is committed to fulfilling the PCC's statutory duties for engaging and consulting communities, victims of crime and other stakeholders in an effective, meaningful and cost-effective way. We will aim to ensure a

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proportionate balance between cost, quality and benefit.

- **Planned and purposeful:**

The OPCC will aim to ensure that consultation and engagement activities are properly planned and appropriate for their target audience, clearly articulated to the public and are afforded sufficient time to be effective and inclusive.

Time will also be appropriately allocated to collate, analyse and communicate findings as part of the strategic decision-making process.

- **Receptive to change:**

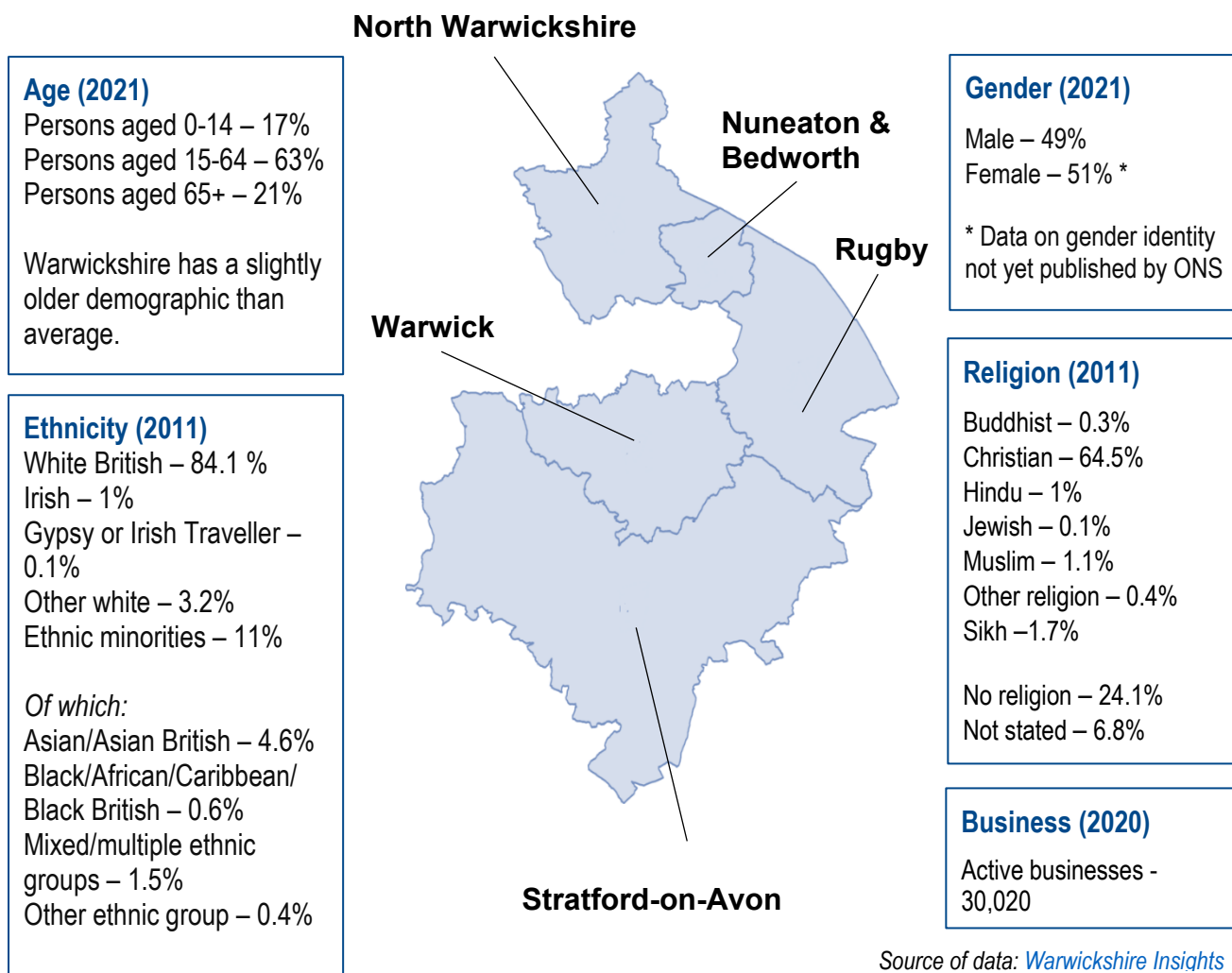
The way individuals engage and communicate has undergone unprecedented change over recent years, particularly with the growth of social media and online communication. The OPCC will work to use both new and traditional means of communicating and engaging with communities to maximum effect, seek innovate new ways of working and embrace new technology and techniques.

Who are our audiences?

Warwickshire has a growing total population of 596,800 (according to Census 2021 data) and 253,300 households. These are spread among the five districts and boroughs and in a mix of rural and urban areas. Our largest population centres are in Nuneaton, Rugby, Leamington, Warwick, Stratford-upon-Avon and Kenilworth, with smaller towns at Coleshill, Atherstone, Bedworth, Alcester, Southam and Shipston. The remainder of the county is rural in nature, with sparser population centres.

An overview of some of the key demographics is shown overleaf.

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The Commissioner and the OPCC will engage with the public of Warwickshire regularly, openly and through a wide range of channels. Our communications and engagement activity will be targeted to ensure we reach communities across Warwickshire in the most effective way, including those who are traditionally under-represented and seldom heard.

This strategy therefore seeks to engage audiences in the following groups:

- **According to geography:** ensuring there is good coverage for each borough and district within Warwickshire, reflecting the mix of urban and rural communities present across the county.
- **According to protected characteristic:** specifically, age, disability, race, religion or belief and sexual orientation, recognising that other protected characteristics can be captured as part of other audience groups.
- **The seldom heard:** including those within the criminal justice system, refugees, the homeless, those with substance addictions or mental health issues and members of the Gypsy, Roma and Travelling community.

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- **Victims of crime:** both those who report crimes to the police and those who choose not to.
- **Service users:** including those who use policing services and service users from commissioned services and grant-supported organisations.
- **Businesses:** small, medium and large enterprises within Warwickshire and their representative organisations.
- **The police workforce:** the officers, staff and volunteers of Warwickshire Police.
- **Partner agencies:** such as local authorities, the NHS, community safety partnerships and those involved in the criminal justice system;
- **The third/voluntary sector:** including those we fund through our grants and those working within the community that we do not fund.
- **Elected members:** including Members of Parliament and councillors (at county, district, borough and parish levels), the Police and Crime Panel.
- **Advisory groups:** such as Independent Advisory Groups, custody visitors; Joint Audit and Standards Committee

Delivery overview

The workplan supporting the delivery of this strategy is segmented into three broad categories:

- **Internal audiences** (within Warwickshire Police)
- **External audiences** (the general public – residents, businesses and visitors to the county, service users).
- **Stakeholder audiences** (politicians, local government organisations, third sector providers, health providers, criminal justice providers).

A broad calendar of activity is planned which will be tracked through a delivery plan and reported in our Annual Report and to the Police and Crime Panel, as well as the OPCC website.

Summary of suggested activities

Internal audiences

- Visits by the PCC/Deputy PCC to each department and geographic base in the force area, giving an opportunity to speak to officers, staff and volunteers. (ENGAGE)
- Establishment of an OPCC section on the force intranet site, to showcase the Police and Crime Plan and the work of the office. (INFORM/ASSURE)
- Use of guest blog posts on the intranet, covering a variety of topics to further introduce the work of the OPCC to the force workforce. (INFORM)

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- Engagement with staff associations and unions, including as part of the annual budget consultation. (ENGAGE/INVOLVE)
- The OPCC will have its own stand at any future Warwickshire Police family day. (ENGAGE)
- The OPCC will seek to have questions relating to the Police and Crime Plan objectives and commissioned services in future Warwickshire Police workforce surveys. (INVOLVE)
- Engagement with Warwickshire Police Cadets, including use of the PCC Cadets to assist wider engagement with young people. (ENGAGE)

External audiences

- Establishment of a virtual PCC surgery, providing opportunities for residents to talk through issues with the Commissioner or Deputy Commissioner via Microsoft Teams. Appropriate cases for discussion to be selected by the OPCC Business Services and Assurance team from the casework received by the office. (ENGAGE)
- Attendance at key community events with an OPCC stand to showcase the work of the office and commissioned services and providing an opportunity to engage with residents. A mix of events will be required across the county in order to engage a broad number of people. This could include having a stall at weekday/weekend markets in town centres, high footfall areas (such as supermarkets/shopping centres/places of worship) and community events such as Warwickshire Pride and The Big Conversation. (ENGAGE/INFORM)
- Seeking opportunities to talk to communities at existing meetings and forums, such as youth clubs, faith organisations, community forums, business networks etc. (INFORM/ENGAGE)
- An ongoing online consultation to inform decision making around priority setting and the budget process. This would run year-round (with refreshed question sets at key intervals) and be promoted at engagement events, through our website, social media and as part of our regular communications. Targeted communications would seek to broaden the response to under-represented communities and the seldom heard. (INVOLVE)
- A secondary set of consultation events regarding the precept level to be run in later December/early January each year once the options for the precept and an outline budget requirement are established. This would include a short online survey, as well as focus groups and online Teams meetings to gather feedback from community representatives, elected members, young people, the third sector and the business community. (INVOLVE)
- Digital newsletters – re-establishment of the OPCC monthly newsletter and targeted use of Warwickshire Connected, the police communications platform. (INFORM/ASSURE)

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- Expanded social media, with new channels established to broaden reach (such as Instagram) and greater use of infographics and video. (INFORM/ASSURE/ENGAGE)
- Redevelopment of the OPCC website to place a focus on engagement opportunities and provide feedback on action against issues raised. (INFORM/ASSURE)
- Attendance at Youth Council and wider engagement with youth leaders. (ENGAGE)
- News and media - press releases, TV and radio interviews, etc. (INFORM/ASSURE)
- Co-ordinated information campaigns, including supporting communications activities of commissioned services to promote their use to potential service users. (INFORM)
- 'Traditional' communication methods including leaflets, booklets (such as the annual report) and articles in published materials (such as Stratford-on-Avon District Council's Stratford View publication, which is delivered to every household). (INFORM)
- Continuing to actively support the Warwickshire Police Citizens in Policing Programme, including the successful Citizens' Academies as they recommence post pandemic. (INVOLVE)

Stakeholder audiences

- The PCC/Deputy PCC will visit all commissioned services and grant funded projects to engage with staff and where appropriate, service users. (ENGAGE/INVOLVE)
- Establishment of online engagement events for parish councillors (one per district and borough each year), advertised via the Warwickshire and West Midlands Association of Local Councils (WALC). In Nuneaton & Bedworth, engagement to be held at borough level reflecting the lack of parishes. (ENGAGE/ASSURE)
- Continued attendance at parish and district/borough council meetings, as and when requested, with signposting to the online engagement sessions where diaries preclude attendance. (ENGAGE/ASSURE)
- Quarterly meetings with county Members of Parliament (ENGAGE/ASSURE)
- Organisation of conferences and face-to-face events to encourage partnership working with partners, grant recipients and commissioned service providers (ENGAGE/INVOLVE)
- Reports on communications and engagement activity will be proved as a standing item within the PCC's reports to the Police and Crime Panel (ASSURE)

Evaluating and monitoring

To ensure that our communication and engagement activity is both successful and adds value, it is important to have a continuous system of monitoring and evaluation.

While digital communication techniques often provide a wealth of metrics which can help with evaluation, other methods may be less tangible.

Nevertheless we will continuously monitor a range of indicators to evaluate our approach:

- **Consultations and surveys**
The number of people who respond to us, who they are and what they tell us.
- **Media coverage**
The amount and tone of the media coverage achieved for the OPCC and the Commissioner's work is measured, with the aim of achieving positive coverage on radio, television and in print.
- **Digital analytics**
Social media growth and engagement, website insights etc.
- **Direct engagement**
Levels of direct engagement with the OPCC and the public in terms of monitoring of the engagement opportunities outlined in the delivery overview, including data such as the number of meetings / events, their locations, the types of communities present, the questions / issues raised and subsequent action taken. Similar data can be gathered from engagements with police officers and staff.
- **Referrals and self-referrals to commissioned services**
Improving numbers of referrals to commissioned services and the feedback of service users.
- **General correspondence**
Letters, emails, phone calls, freedom of information requests etc received by the OPCC.
- **Other consultation data**
Other surveys by national and local bodies can help to understand the success of the delivery of elements of this strategy. The Crime Survey for England and Wales (CSEW) for example, provides data at a national level on attitudes towards policing and community safety, as well as general awareness of the role and work of PCCs. Some data at police force area level

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are also available from the CSEW. Partner consultations and the work of the Warwickshire Insights team will also need to be taken into consideration.

Performance against these measures will be monitored through the main delivery plan for the Warwickshire Police and Crime Plan.

This strategy will also be reviewed annually in order to take in new developments and to ensure that it continues to be fit-for-purpose.

Appendices

Legal framework

Appendix A: Police Reform and Social Responsibility Act

The law sets out a number of specific duties and responsibilities in relation to communications, consultation and engagement. The Police Reform and Social Responsibility Act 2011, together with other legislation, places statutory duties on the PCC to:-

- Obtain the views of local people on policing and have regard to those views¹;
- Make arrangements for engaging with local people in setting police and crime objectives²;
- Obtain the views of local people and ratepayers prior to setting the precept (the charge for policing services paid by the tax payers) and the police budget;
- Obtain the views of victims of crime about matters concerning local policing and where appropriate feedback to them on actions taken to address them.

The Commissioner is also responsible for overseeing the extent to which the Chief Constable has fulfilled their statutory duties³ to:-

- Obtain the views of local communities on crime and disorder in their neighbourhood;
- Provide local communities with information about policing in their neighbourhood;
- Hold regular police and community meetings in local neighbourhoods.

Appendix B: Equality Act 2010 – Engagement and the Equality Duty

The Equality Act 2010 brings together all previous equality legislation in England, Scotland and Wales. The Act includes a new public sector equality duty (the equality duty) which replaces the separate duties relating to race, disability and gender equality. The equality duty came into force on 5 April 2011.

The Equality Act refers to nine different protected characteristics, as follows:

- Age

¹ Statutory duties to consult with local people and have regard to their views about policing in their area:- the Police Act 1996, Policing and Crime Act 2009 and Community Engagement and Membership Regulations 2010.

² Make arrangements for obtaining, before a police and crime plan is issued, the views of the people in that police area, and the views of the victims of crime in that area, on the plan:- Section 34 of the Police Reform and Social Responsibility Act & Section 96 of the Police Act 1996 as amended.

³ Police Reform and Social Responsibility Act 2011.

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- Disability
- Gender reassignment
- Marriage and civil partnership
- Pregnancy and maternity
- Race
- Religion and belief
- Sex
- Sexual orientation

While there is no explicit legal requirement under the Act to engage with people with different protected characteristics, the Act does require public authorities to have an adequate evidence base for their decision making, and engagement can assist with developing that evidence base.

It is recommended that public authorities publish information⁴ about who they have engaged with. This will help in being transparent and clear to stakeholders about how their contribution has informed work.

The key areas where engagement can assist in fulfilling the duties of the Act are:

Improving Services

The key reason public authorities engage is to help them understand how their policies affect, or will affect, people who use their services. Engagement can be used to improve decision making, both in policy and service development and in identifying priorities for action.

Improving Equality Information

Robust equality information is necessary to enable public authorities to design and deliver effective and efficient policies. Where there are gaps in the information base engagement can help to fill these gaps, and also to interpret existing information.

Assessing the Impact on Equality

Engagement can help to assess the impact of policies on people with protected characteristics. It can help to gather the views, experiences and ideas of those who are, or will be, affected by an authority's decisions.

Setting Objectives

Public authorities covered by the Act must prepare and publish one or more objectives to meet any of the aims of the general equality duty. Engagement can

⁴ Taken from the Equality and Human Rights Commission Guidance, 'Engagement and the equality duty: A guide for public authorities'

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help to determine and prioritise these objectives, by helping to make clearer which are most likely to make the biggest difference to tackling inequality.

Fostering Good Relations

Engagement with people with protected characteristics and other stakeholders can be useful in fostering good relations with the public and local communities in general.

Acknowledgments

We would like to acknowledge the communications and engagement strategies of the Lincolnshire Police and Crime Commissioner, Nottinghamshire Police and Crime Commissioner and Durham Police and Crime Commissioner, as well as Chelmsford City Council's *Consultation and Engagement Strategy* and the College of Policing's *Authorised Professional Practice for Engagement and Communication*, which have all proved useful references in developing this strategy.

Warwickshire Police and Crime Panel

22 September 2022

Home Office Grant and Panel Expenditure 2021/22

Recommendation

That the Police and Crime Panel notes the expenditure and grant claim made to the Home Office for the 2021/22 financial year.

1.0 Key Issues

- 1.1 Warwickshire Police and Crime Panel (PCP) has accepted a grant from the Home Office to meet the costs of the Panel for the 2021/22 financial year. This report provides a summary of expenditure.

2.0 Background

- 2.1 In establishing police and crime panels, the Home Office agreed that a grant would be provided to each local authority acting as the host authority (in providing administrative support and management and maintaining the Police and Crime Panel). In Warwickshire, this is Warwickshire County Council.

- 2.2 The Panel's Arrangements, noted by the Panel on 5 December 2012, state that:

The Warwickshire County Council shall be the administering authority for the Panel and any financial resources attributable to the Panel including the administration of any member allowances scheme. Any services provided will be funded within the envelope of money provided by Government for the support of the Panel.

- 2.3 The grant is paid every six months based on a claim to reimburse the County Council for costs incurred up to a maximum amount. The maximum amount set by the Home Office for 2021/22 was £64,340. The maximum amount that can be claimed by Warwickshire County Council has remained unchanged since the inception of the Panel in 2012.
- 2.4 The grant award for each panel is dependent on the size of its membership. It is calculated on a standard amount plus £920 per panel member. Therefore, some panels receive a higher grant allocation.

3.0 Home Office Grant and Expenditure 2021/22

3.1 The County Council's spend in supporting the Police and Crime Panel in 2021/22 was £72,457. Therefore, the maximum amount of £64,340 was claimed from the Home Office for the year.

3.2 The table below shows the breakdown of the £72,457 expenditure incurred.

Police and Crime Panel Expenditure 2021/22	
	£
Staffing	53,741
Member Expenses	3,820
Meeting Expenses	14,896
Total Expenditure	72,457
Claim to the Home Office	64,340
Excess of spend over grant	8,117

3.2 Staffing costs include support for the Panel provided by Democratic Services, Finance, and Legal Services staff from Warwickshire County Council. The activities undertaken include:

- Attendance at Panel meetings and pre-meets.
- Attendance at Working Group meetings.
- Preparation and publishing of agendas, reports and minutes for PCP and Working Group meetings.
- Drafting of reports to and on behalf of the Panel, for example, the annual report and formal response to the precept.
- Research, analysis, and preparation of information to support the Panel and Chair in scrutiny of the PCC.
- Engagement with public speakers.
- Preparation for the meetings including reading time and meetings with staff of the Office of the Police and Crime Commissioner (OPCC) about agendas and draft reports for meetings.
- Meetings/discussions with staff at the OPCC about issues in between the formal meeting schedule.
- Activity and meetings between formal meetings to progress and follow-up on issues raised by the Panel, for example, drafting of reports/letters to the Home Office and Commissioner on behalf of the Panel.

3.3 Member expenses include reimbursement of the two independent members of the Panel, travel mileage, attendance of the annual Police (Fire) and Crime Panels Conference, and training costs.

3.4 The meeting expenses included as part of the claim are printing, postage, and webcasting.

- 3.5 To comply with COVID-19 social distancing requirements, it was necessary to hold two meetings in June 2021 in Old Shire Hall. This entailed additional costs for webcasting as the meeting space was not equipped with webcasting equipment. An external company was commissioned to livestream the meetings. It is for this reason that the meeting expenses were higher in 2021/22 than would be expected in a 'normal' year.
- 3.6 As a result, the grant does not cover the entire expense of operating the Panel, which exceeded the amount claimed by £8,117.

4.0 Transparency

- 4.1 Under the Home Office grant agreement, PCPs must “publish, as a minimum on their website, details of all their expenditure (or, where that is not possible, on the Host Authority’s website)”. This report has been published on the Warwickshire County Council website and can be accessed electronically using [this link](#).

5.0 Financial Implications

- 5.1 The Home Office has processed and approved the grant claim for 2021/22. An interim payment of £39,805 (the mid-year claim) was received in December 2021. Since submission of the end-year claim, the balance of £24,535 has been received by Warwickshire County Council.
- 5.2 The additional £8,117 cost of the Panel above the level of the maximum grant was met by the County Council. This was met through:
- The use of emergency Covid funding, provided to the County Council to cover the cost webcasting whilst meetings were held in Old Shire Hall in compliance with social distancing requirements; and
 - Through the diversion of staff time from other areas of work.

6.0 Environmental Implications

- 6.1 None for this report.

7.0 Conclusion

- 7.1 The Panel is requested to consider the recommendation as set out in this report.

Background Papers

Grant agreement between the Secretary of State for the Home Department and Warwickshire County Council for the Provision of Police and Crime Panels for the Period 01 April 2021 to 31 March 2022

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Warwickshire Police and Crime Panel Work Programme 2022/23

Date of next report/update	Item	Report detail	Date of last report
23 June 2022	Appointment of Chair and Vice Chair	To appoint a Chair and Vice Chair for the 2022/23 municipal year	23 June 2022
23 June 2022	Appointments to Working Groups	To appoint the membership of the Budget Working Group and Planning and Performance Working Group	23 June 2022
23 June 2022	Annual Report of the Police and Crime Panel 2021/22	To approve the Police and Crime Panel's Annual Report for 2021/22.	23 June 2022
23 June 2022	Annual Report of the Police and Crime Commissioner 2021/22	Scrutiny of the Commissioner's Annual Report for 2021/22.	23 June 2022
22 September 2022	Home Office Grant	A review of how the Home Office Grant was utilised in 2021/22, including allocations across cost categories.	
22 September 2022	Public Engagement and Consultation	<p><u>Public Consultation – Budget and Precept 2023/24</u> Consideration of a phased approach to the PCC's public consultation to seek a view from residents in advance of details of the government settlement being made available. The Panel will seek to support the Commissioner and his Office to improve the effectiveness of the consultation through early engagement.</p> <p><u>Council Tax Base</u> For clarity to be sought on the tax base to ensure that proposals take account of latest information.</p>	

17 November 2022 or separately in December 2022 – a view to be sought from Panel, CC and OPCC	Representation from the Chief Constable	An invitation to be made to the Chief Constable requesting a verbal report to the Panel.	
6 February 2023	Police and Crime Commissioner's Budget and Precept Proposal	To consider the PCC's Budget and Policing Precept for 2023/24.	
6 April 2023 (dependent upon WJASC arrangements and agreement)	Warwickshire Joint Audit and Standards Committee (WJASC) Annual Report / Governance Statement 2022	An invitation to the Chair of Warwickshire Joint Audit & Standards Committee to enable consideration by the Panel of WJASC's Annual Governance Statement.	

Standing Items	Report of the Police and Crime Commissioner	To hold the PCC to account for the delivery of the Police and Crime Plan and to: <ul style="list-style-type: none"> • Review progress updates in the implementation of the Police and Crime Plan and progress made towards recruiting to the additional officer posts created in the 2019/20 budget. • Consider recent work of the PCC, including activities / decisions taken since the last meeting and engagement with national/regional policing initiatives. • Provide a financial summary. • Provide an update on delays in the Court service.
	Complaints	To consider any complaints against the PCC, taking account of the Complaints Protocol (verbal update).
	Report of Working Groups (Following a meeting of a Working Group)	The Panel has delegated quarterly budget monitoring to the Budget Working Group, which will report its findings and minutes to each relevant PCP meeting.

		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.
	Work Programme	To consider and review the Panel's work programme.
	Issues Raised by Community Safety Partnerships	To consider any issues flagged by Community Safety Partnerships, providing a means for community concerns that have high-level, strategic implications to be raised at Panel meetings. It is not proposed to raise single local issues, but rather provide a means to take a holistic view to evaluate the strategic implications of residents' concerns.

Items to be Timetabled		
Items	Report detail	Timing Considerations
Sustainability / Climate Action	<p>The Planning and Performance Working Group has been advised that a report is being prepared 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. This will draw on the findings of the Force's Estates Review.</p> <p>The Estates Review will be a key document for the proposed Sustainability Task and Finish Review.</p>	
Performance Framework	<p>An evaluation of the implications of the updated approach to performance monitoring taken by the OPCC. Taking consideration of:</p> <ul style="list-style-type: none"> • How the updated Performance Framework will drive performance, leading to delivery of objectives set out within the Police and Crime Plan 2021-2025. • Outcomes from the Chief Constable's proposed Operational Review of Warwickshire Police. • The PCC's oversight of the new operating model for Warwickshire Police. 	To be delegated to the Planning & Performance Working Group for onward consideration.

	<ul style="list-style-type: none"> • Outcome rates, and how these can inform Prevention strategies. 	
Equality, Diversity and Inclusion	An evaluation of measures to support the organisational health of Warwickshire Police with a focus on equality, diversity and inclusion (EDI), and workplace culture.	
Needs Based Commissioning	It is proposed that the Budget Working Group examine Needs Based Commissioning in 2022/23, including joint commissioning with partners, to develop an understanding of the effectiveness of funding allocations with a focus on the ambitions of the Police and Crime Plan.	To be delegated to the Budget Working Group for onward consideration.
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 Part One 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.</p> <p>In March 2022, the Home Secretary outlined the conclusions from Part Two of the Review with a focus on PCCs' role in offender management, including a duty to 'lock-in' collaborative working between PCCs and the Probation Service; improvements to the way PCCs work in partnership with other agencies to fight crime and support victims; measures to improve public confidence in policing; improved access for PCCs to criminal justice data; effective local scrutiny, examining the role of Police and Crime Panels; and measures to ensure that the public can complain about their PCC if needed and trust that their complaint will be handled fairly.</p> <p>The Home Office has advised that it will work with its partners to deliver the recommendations in the year ahead.</p>	<p>The Fire Reform White Paper and consultation was published on 18 May 2022. The Home Office will publish a response paper to the consultation.</p> <p>The Home Office will advise of its progress in delivering the recommendations of the Review, including new guidance and training for PCPs.</p>

National Review of the Policing Funding Formula	The Panel is mindful that the ratio between government funding and council tax revenue is not consistent across policing areas and that Warwickshire is disadvantaged by the current arrangement. The PCC has indicated his intention to promote the interests of Warwickshire residents to representatives in Westminster.	To be delegated to the Budget Working Group for detailed consideration.
Domestic Abuse and Domestic Violence	The Panel proposes to undertake a detailed evaluation of the strategies in place to respond to the complexities of Domestic Abuse and Domestic Violence. An understanding of the role of partnership organisations would support the Panel's work in this area, alongside an overview of recent national developments and the impact of service changes in Warwickshire.	
Burglary	At the Panel meeting on 23 June 2022, it was suggested that a focus on trends, drawing on statistical analysis, would help to inform an improved understanding of the response of Warwickshire Police to burglary, both domestic and non-domestic; conviction rates; and approaches to reduce offending.	To be delegated to the Planning & Performance Working Group for detailed consideration

Briefing Notes

Topic	Briefing note detail	Timing considerations
Police Finance	The Panel's Financial Advisor to provide a basic guide to police finance issues, including an overview of the precepting process and its implications.	Ahead of precept meeting

Task and Finish Reviews

Topic	Task and Finish Group	Status
Performance Framework (Police and Crime Plan 2021 – 2025)	The Task and Finish Group met three times in 2021-22. It has concluded the initial phase of its work. The initiative to develop a Performance Dashboard for monitoring of delivery of the Police and Crime Plan 2021 – 25 will be progressed by the Planning and Performance Working Group in collaboration with the Office of the Police and Crime Commissioner	Resting - the may Group reconvene, if required.

Sustainability / Climate Action	A task and finish review has been proposed, drawing on the findings of Warwickshire Police's Estates Review. An assessment of interventions to lower emissions and adapt to projected future weather events will complement the work being undertaken by the PCC and Warwickshire Police, leading to improved outcomes.	Pending - to be convened following publication of the findings of the Estates Review.
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Training / Conferences / Other		
Event	Description	Date
LGA Webinar	<p>The LGA will host a Webinar for Police and Crime Panels on Tuesday 27 September 2022 from 10:30 to 13:00.</p> <p>The Webinar will provide an opportunity for Panel members and support officers to hear from a range of speakers about current issues and new developments.</p> <p>The event is free of charge and will held via Zoom. A link has been sent to Panel members to reserve a place. Alternatively, a space can be reserved on members' behalf by Democratic Services.</p>	27 September 2022 10:30 – 13:00.
Police (Fire) and Crime Panels Annual National Conference	<p>The Annual Conference for Chairs, Members and Officers of Police (Fire) And Crime Panels will be held on Friday 11 November 2022 at Scarman House, Warwick Conference Centre (University of Warwick).</p> <p>Please contact John Cole (Democratic Services) with any enquiries.</p>	11 November 2022
Visit to Operations Communication Centre at Stuart Ross House	<p>The Panel has been invited to meet the Chief Constable at the Operations Communication Centre at Stuart Ross House, Warwick.</p> <p>A provisional date of Thursday 5 January 2023 (9:30 – 13:00) has been set. Once the Panel's availability is clear, this will be formalised.</p>	5 January 2023 9:30 – 13:00