

Warwickshire Police and Crime Panel

Date: Thursday 22 June 2023
Time: 2.00 pm
Venue: Committee Room 2, Shire Hall

Membership

Councillor Barbara Brown
Mr Andrew Davies
Mr Andy Davis
Councillor Jenny Fradgley
Councillor Natalie Gist
Councillor Clare Golby
Councillor Dave Humphreys
Councillor Katie Hunt
Councillor Ray Jarvis
Councillor Bhagwant Singh Pandher
Councillor Derek Poole

There is one remaining appointment to be made to the Panel for 2023/24.

Items on the agenda:

- 1. Appointment of Chair to the Warwickshire Police and Crime Panel**
To appoint a Chair of the Police and Crime Panel for the 2023/24 municipal year.
- 2. Appointment of Vice Chair to the Warwickshire Police and Crime Panel**
To appoint a Vice Chair of the Police and Crime Panel for the 2023/24 municipal year.
- 3. 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 6 April 2023.

(4) Public Speaking

4. Report of the Police and Crime Commissioner 13 - 30
The Report is attached for consideration and comment by the Panel.

5. Annual Report of the Police and Crime Commissioner 2022/23 31 - 94
The Commissioner's Annual Report and Executive Summary are attached for consideration and comment by the Panel.

6. Joint Audit and Standards Committee Annual Report 2022 95 - 106
The Report is attached for consideration and comment by the Panel.

7. Working Groups 2023/24 107 - 108
To confirm arrangements for working groups in the 2023/24 municipal year.

8. Annual Report of the Police and Crime Panel 2022/23 109 - 126
The Report is attached for consideration and comment by the Panel.

9. 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 discussed by the Panel and Commissioner.

10. Work Programme 127 - 132
To consider and review the Panel's Work Programme.

11. Dates of Meetings
To note the arrangements for future meetings. Meetings will start at 2pm, unless specified otherwise.

The following meetings are scheduled to be held at Shire Hall, Warwick:

- 21 September 2023
- 22 November 2023 (at 10am)
- 5 February 2024
- 4 April 2024

12. 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).

13. Reports Containing Confidential or Exempt Information

To consider passing the following resolution:

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

14. Exempt Minutes

133 - 134

To confirm the minutes of the meeting held on 6 April 2023.

15. 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

To download papers for this meeting scan here with your camera



Disclaimers

Webcasting and permission to be filmed

Please note that this meeting will be filmed for live broadcast on the internet and can be viewed on line at warwickshire.public-i.tv. Generally, the public gallery is not filmed, but by entering the meeting room and using the public seating area you are consenting to being filmed. All recording will be undertaken in accordance with the Council's Standing Orders.

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 6 April 2023

Minutes

Attendance

Panel Members

Councillor Christopher Kettle (Chair) (Stratford-on-Avon District Council)
Councillor Barbara Brown (Vice Chair) (Warwickshire County Council)
Mr Andrew Davies (Independent Member)
Mr Andy Davis (Independent Member)
Councillor Jenny Fradgley (Warwickshire County Council)
Councillor Dave Humphreys (Warwickshire County Council)
Councillor Sue Markham (Warwickshire County Council)
Councillor Derek Poole (Rugby Borough Council)

Officers

John Cole, Senior Democratic Services Officer
Virginia Rennie, Strategy and Commissioning Manager (Strategic Finance)
Nic Vine, Strategy and Commissioning Manager (Legal and Democratic)

Others Present

David Carter, Warwickshire Joint Audit and Standards Committee
Polly Reed, Chief Executive, Office of the Police and Crime Commissioner
Philip Seccombe, Warwickshire Police and Crime Commissioner

1. General

The Chair welcomed attendees to the meeting. He emphasised the importance of the relationship between the Police and Crime Panel and Police and Crime Commissioner. He highlighted the benefits of collaboration and mutual support to achieve the best possible outcomes for Warwickshire.

(1) Apologies

Apologies were received from Councillor Bhagwant Singh Pandher; Councillor Sue Markham was present as a substitute.

Apologies were also received from Councillor Ian Davison, Councillor Clare Golby, Councillor John Holland, and Councillor Ray Jarvis.

(2) Disclosures of Pecuniary and Non-Pecuniary Interests

There was none.

(3) Minutes of the Previous Meeting

Resolved:

That the minutes of the meeting held on 6 February 2023 be confirmed as an accurate record and signed by the Chair.

There were no matters arising.

(4) Public Speaking

There was none.

2. Report of the Police and Crime Commissioner

The Police and Crime Commissioner (PCC) presented his report which provided an update on key activities since the meeting of the Panel in November 2023. He drew members' attention to coverage in the report of holding to account arrangements, financial considerations, procurement of commissioned services, and progress towards finalisation of awards for grants.

Andrew Davies highlighted the one-year anniversary of the opening of the Force's Operations Communications Centre at Stuart Ross House. He praised the work that had gone into establishing a modern call-handling facility and the benefits this had brought to Warwickshire. He highlighted the findings of the Baroness Casey Review and recent media coverage of serious shortcomings within the Metropolitan Police Service. He sought the Commissioner's reassurance that work was being undertaken to secure high standards of policing conduct in Warwickshire.

The Commissioner referred to commentary within the report relating to the Casey Review, stating that reports of misconduct, racism, sexism, and homophobia within the Metropolitan Police Service had damaged public confidence in policing nationally. There was a need to reinforce trust in policing, particularly for victims of crime. In Warwickshire, the Chief Constable had instigated a programme of re-vetting across the organisation. To date, no serious concerns had emerged. The Professional Standards Department was primed to respond to any cases, should they arise.

The Commissioner stated that as the national lead for vetting, the Chief Constable was well placed to respond to the issues currently affecting policing. He emphasised that vetting provided a snapshot of the individual at the time of checks being completed. Other activities would be undertaken across the Force to promote high standards of conduct including a reinforced whistleblowing policy and training on police ethics and integrity. He reported that the measures proposed by the Chief Constable to respond to national concerns relating to standards in policing had been scrutinised and found to be sufficiently robust.

The Commissioner advised that Warwickshire Police continued to conduct face-to-face interviews of new recruits which was not a practice followed by all police forces. This provided a better means to assess the character of applicants.

Polly Reed (Chief Executive, OPCC) advised that the Force had established a Group to lead 'Operation Amethyst' which would oversee measures to reinforce standards of conduct. She would attend meetings of the Group on behalf of the OPCC. Operation Amethyst would also focus on

organisational culture and internal measures to promote whistleblowing. She added that, in tandem with re-vetting across the Force, OPCC staff had recently been re-vetted; there were no concerns.

In response to Andrew Davies, the Commissioner advised that it would be possible to provide an update to the Panel once the re-vetting process had been completed. However, it would not be possible to share specific information should cases arise which required his independent adjudication. Therefore, a general overview would be given, providing an assessment of confidence.

In response to Councillor Humphreys, Polly Reed advised that vetting of officers was carried out independently by each police force. The Police National Database (PND) had been utilised to provide each police force with an indication of the number of records it could expect to receive. This gave an idea of the scale of the task for re-vetting. Warwickshire Police had been advised to expect approximately 10,000 records, requiring two members of staff to undertake the required work for a period of approximately six weeks. She expressed confidence that the Force was adequately resourced to complete this work.

In response to Andy Davis, the Commissioner stated that it was right to focus on the organisational culture of the Force. However, wider cultural and societal factors were also influential. Much depended on leadership, with senior officers setting the right example and communicating a clear message that misconduct would be dealt with seriously. He expressed confidence in the leadership culture of Warwickshire Police.

Polly Reed advised that customer service training would be provided to all outward-facing officers and staff. The training would include a focus on standards of behaviour which would contribute to securing the right organisational culture. She added that OPCC staff regularly visited different departments within the Force to observe and pick up information which could be used to support holding to account activities.

Andy Davis highlighted the importance of ensuring transparency in holding to account activities. This would provide reassurance to the public that action was being taken to uphold high standards of conduct alongside wider scrutiny of the Force by the Commissioner.

The Commissioner advised that the minutes of the weekly and monthly meetings held with the Chief Constable were available (in redacted form) on the PCC website. He re-emphasised his commitment to secure the best possible standards of behaviour within Warwickshire Police. Should racist, misogynistic, or homophobic behaviours be detected, swift action would be taken.

In response to the Chair, the Commissioner advised that the terms of the recently introduced 'Serious Violence Duty' placed an oversight role on PCCs to support local implementation of the duty to prevent and reduce serious violence. In Warwickshire, he would work closely with partnership organisations to achieve the best possible outcome. A Partnership Board had been established with the Deputy Police and Crime Commissioner as vice-chair. The Commissioner and his office would seek to ensure that robust measures were in place and that funding was utilised effectively.

In response to the Chair, the Commissioner advised that the savings requirement of £1m for 2023/24 could be achieved by optimising recent investment in ICT systems without the need for

staff redundancies. An annual saving of £1m was also targeted for 2024/25 and 2025/26; the Commissioner advised that the Chief Constable had been asked to demonstrate how these savings could be achieved. He emphasised that it was not intended to deprive the Force of resources but rather to instil a focus on cost-effectiveness, resulting in a leaner organisation that maximised frontline operations.

The Commissioner announced that representations from borough and district councils had shown the financial burden associated with provision of CCTV. In response, he had determined to allocate funding of £10,000 to each borough and district council to secure improvements to CCTV systems. He highlighted the benefits of CCTV to the police, not only in detecting crime but also to provide evidence in court.

Members of the Panel expressed support for this initiative but highlighted the high costs associated with CCTV.

The Commissioner advised that the decision to allocate funding had been prompted in part by concerns that CCTV systems in some areas of the county were aging and required maintenance. He stated that PCCs did not have a statutory duty to fund CCTV; however, it was right to offer support, recognising the value of CCTV to policing in Warwickshire.

In response to Councillor Humphreys, the Commissioner acknowledged the benefits of off-road motorcycles to address anti-social behaviour. He advised that, within the Fleet Programme, priority was given to cars and other vehicles ahead of motorcycles. However, the importance of motorcycles had not been overlooked. Where it was possible, riders were deployed crack down on illegal off-roading. He agreed to explore the possibility of increasing the number of motorcycles available to officers.

In response to the Chair, the Commissioner advised that the new operating model for the Force (under the 'People' strand of the Empower Programme) would be implemented on 24 April 2023. As part of this process, the Rural Crime Team would be upgraded to its full staffing level of eight officers plus a sergeant and inspector.

Andy Davis stated that it was positive that the Force had achieved the uplift target of 1100 officers ahead of the 31 March 2023 deadline. Attention would be turned to recruitment of Police Community Support Officers (PCSOs). Recognising the current pressures affecting the labour market, he asked how this process could be supported to attract the best quality candidates.

The Commissioner advised that vetting checks would be undertaken for prospective PCSOs. He advised that there would be a continued focus on officer recruitment as well as PCSOs. Recruitment of an additional 100 officers was targeted in the next 12 months to ensure that the Force remained ahead of the required 1100 headcount. However, recruitment courses for PCSOs had also been scheduled. He provided an outline of the PCSO role which included a focus on problem solving in communities. Attention would be given to strategies to highlight the importance of the role of PCSOs in communities through engagement across local organisations, schools, parish councils, and online. He commented that most people who joined the Force were motivated by a desire to make a difference; this was highly relevant to PCSOs.

Polly Reed advised that, in common with police forces elsewhere, Warwickshire Police had commissioned an external company to promote opportunities to join the Force. There was scope

to undertake some additional promotional work targeted at PCSO recruitment. The Commissioner had sought a commitment from the Chief Constable to significantly raise the number of PCSOs. However, many PCSOs had made use of opportunities to progress to become police officers. There was now a national shortage of PCSOs.

In response to the Chair, the Commissioner stated that there was an awareness within Warwickshire Police of the challenges associated with modern slavery and human trafficking. Officers were trained to spot the signs of modern slavery, such as coercive behaviour. The Force worked closely with the National Crime Agency (NCA) and the Regional Organised Crime Unit (ROCU) to address criminality in these areas. Additionally, the Commissioner reported that he had recently commissioned the new 'Independent Modern Slavery Advocate Service' (IMSA) which would focus on identifying and preventing modern slavery and human trafficking. Following a detailed tendering exercise, it had been resolved to work jointly with the West Midlands Anti-Slavery Network. He emphasised the importance of vigilance to ensure that opportunities to detect and prevent modern slavery were not missed.

The Commissioner provided an update on work being undertaken to improve the environmental sustainability of Warwickshire Police. This included:

- Installation of solar panels.
- Ordering of electric vehicle (EV) charging points – initially for Stuart Ross House in Warwick with the intention to install charging points more widely across the police estate.
- Replacement of boilers to improve energy efficiency.
- Installation of double-glazed windows at Police Headquarters, Leek Wootton.
- Roof insulation across the police estate to reduce energy consumption.
- Utilisation of building energy monitoring systems to reduce energy consumption.
- A working from home programme for staff to reduce journeys to and from the workplace.
- A pilot scheme to trial electric vehicles – however, there was an awareness that in some circumstances EVs were not yet suitable (i.e., for patrol officers).
- Waste recycling.
- Uniform recycling.

In response to Councillor Fradgley, the Commissioner advised that there was evidence of a reduction in electricity usage by the Force, demonstrating that the measures introduced to improve sustainability were effective. He added that the electricity used by the Force was derived from solely renewable sources.

There was discussion of approaches to measuring the carbon footprint of an organisation, and where there was scope to share knowledge, drawing on the progress made by local authorities to respond to climate change.

3. Report of the Planning and Performance Working Group

The Chair of the Planning and Performance Working Group, Andy Davis, provided an update of the Group's meeting on 9 March 2023. He advised that consideration had been given to:

- The Force's Vehicle Crime Strategy, to address a recent increase in vehicle crime.

- Integrated Offender Management processes, including intervention programmes and funding arrangements.
- Prevention initiatives within the Empower Programme.
- Arrangements for Community Safety Partnerships (CSPs), including where there was scope for learning across CSP activities. It had been agreed that the OPCC would coordinate a meeting to explore this subject in more detail following the borough and district council elections on 4 May 2023.

Andy Davis advised that there had been a specific focus on holding to account arrangements, including how the Commissioner's activities were informed by statistical analysis. There had also been discussion of the 'spotlight subjects' covered at monthly Governance and Performance Board meetings between the Commissioner and Chief Constable.

Polly Reed (Chief Executive, OPCC) advised that the spotlight subjects provided a means to undertake detailed scrutiny of topical issues. However, she provided assurance that emerging issues, such as vetting, were also covered alongside regular scrutiny of staffing, budget, and financial matters.

(1) Domestic Abuse and Domestic Violence - Scoping

Andy Davis reported that the Group had also examined approaches to scrutiny of the PCC's holding to account of the Force for delivery of measures to address domestic abuse and domestic violence. He commented that the complexity of the subject area was such that it would be impracticable to undertake a comprehensive survey of all interventions to address domestic abuse and violence. Instead, the Group had resolved that attention should be focused on specific areas. This could be informed by a desktop analysis of data, taking account of the effect of repeat victimisation on statistics. There was also a need to recognise that, as a 'hidden crime', increased reporting of domestic abuse and violence could be interpreted as a measure of success, demonstrating that more victims felt confident to come forward. Discussion at the meeting had highlighted the PCC's role as a partnership facilitator, working across a range of agencies and boards to address domestic abuse and violence. The recommendation from the Group was to adopt a focused approach which would add value, support the PCC, and lead to practical positive outcomes.

The Commissioner stated that scrutiny by the Panel would be welcomed. He highlighted the harms caused by domestic abuse and violence, and the importance of providing support to victims. He outlined some of the measures in place, including funding of victims' services as well as a recently commissioned service with the Warwickshire-based charity, Safeline. He suggested that the Working Group consider meeting with some of the organisations that received PCC funding and offered the support of his Office to make the necessary arrangements.

4. College of Policing Consultation - Revised Code of Ethics

The Chair advised that the College of Policing had contacted the Police and Crime Panel to invite members to participate in its consultation on a revised Code of Ethics for Policing in England and Wales. He encouraged members to participate in the consultation either by utilising the link circulated by email or by sending responses to the Panel's Support Officer to enable a group response to be made.

5. Issues Raised by Community Safety Partnerships

No issues were raised by the CSPs.

Councillor Humphreys stated that there had been a noticeable increase in the number of Safer Neighbourhood Team (SNT) officers in North Warwickshire. He praised the recent progress made to disrupt county lines activities, stating that increased visible policing provided reassurance to residents.

6. Work Programme

The Panel noted the Work Programme.

7. Dates of Meetings

The Panel noted the dates of future meetings.

As the meeting due to be held on Thursday 16 November 2023 clashed with the date for a national conference, it was resolved to reschedule the meeting to 10am on Wednesday 22 November 2023.

As the meeting on due to be held on 4 April 2024 was likely to fall within the pre-election period for the Police and Crime Commissioner elections in early May 2024, it was proposed to also reschedule this meeting. The Panel's Support Officer would contact attendees to arrange a suitable earlier date for the meeting.

8. Any Urgent Items

There was none.

9. Reports Containing Confidential or Exempt Information

Resolved:

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

10. Complaints

It was confirmed that no complaints had been received since the last meeting.

The meeting rose at 15:22.

.....
Chair

This page is intentionally left blank

OFFICIAL



Police and Crime Panel

22 June 2023

Report of the Police and Crime Commissioner

Report Author	OPCC Warwickshire
Report Date	13 June 2023
Security Classification	Official
Disclosable under Freedom of Information Act?	Yes

OFFICIAL

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), and that of my Deputy Police and Crime Commissioner (DPCC), and the Office of the Police and Crime Commissioner (OPCC) since the Panel's previous meeting on Thursday 6 April 2023.

2. Deputy Police and Crime Commissioner

Emma Daniell is continuing in her role as the Deputy Police and Crime Commissioner. She is enjoying the role and continuing to work alongside the force and our joint partners to drive forward prevention. Emma is often out and about with the policing teams hearing from the officers and staff how we can assist to improve their effectiveness.

Emma is supporting the implementation of the 'Serious Violence Strategy' across the county and is the Deputy Chair for the Serious Organised Crime Joint Action Group (SOCJAG). Emma is also the Senior Responsible Officer for the Drug and Alcohol Strategic Partnership, bringing together all joint partner agencies in a cohesive way to ensure that Warwickshire can deliver on the 'National Combatting Drugs Outcome Framework'. Emma also continues to drive our work with young people in Warwickshire attending youth groups and forums.

3. Local Elections

The local elections in Warwickshire that were held on 4 May 2023 has changed the composition of the Police and Crime Panel, which must remain geographically and politically representative. I would therefore like to take this opportunity to congratulate and welcome the new members to the Panel. For those remaining members, I also offer my congratulations to those that have been re-elected and I continue to look forward to the 'support and challenge' that you provide to me. I also wish to express my gratitude to the past members of the Panel for their contributions to this important democratic assembly and for their public service.

4. Annual Report 2022/23

Under Section 12 of the Police and Reform and Social Responsibility Act 2011, as the 'elected policing body' a police and crime commissioner has certain obligations in respect of producing an annual report: -

1. Each elected local policing body must produce an annual report on:
 - a. The exercise of the body's functions in each financial year, and
 - b. The progress which has been made in the financial year in meeting the police and crime objectives in the body's police and crime plan.
2. As soon as practicable after producing an annual report, the elected local policing body must send the report to the relevant police and crime panel.

OFFICIAL

3. The elected local policing body must attend before the panel at the public meeting arranged by the panel to: -
 - a. Present the report to the panel, and
 - b. Answer the panel's questions on the report.
4. The elected local policing body must: -
 - a. Give the panel a response to any report or recommendations on the annual report, and
 - b. Publish any such response.
5. It is for the police and crime panel to determine the manner in which a response to a report or recommendations is to be published in accordance with subsection (4)(b).
6. An elected local policing body must arrange for each annual report to be published.
7. It is for the elected local policing body to determine the way an annual report is to be published.

A draft of my Annual Report 2022/23 is therefore attached at Appendix A for the information of the Panel and I am happy to answer any question that may arise. In addition, an abbreviated version of the report has also been produced in a more 'accessible' form for information of the public.

These annual reports reflect my work, and that of my Deputy PCC and the OPCC during the period of 2022/23 in fulfilling my statutory responsibilities and delivering the priorities of my Police and Crime Plan 2021-2025 to realise my vision to, *'reduce crime, support victims, make communities safer'*.

Once the Panel's formal response has been provided and considered, then the reports will be published on the OPCC website at: www.warwickshire-pcc.gov.uk

5. Trust and confidence

Trust and confidence in the police service is a critical issue to the residents and communities of Warwickshire, who I serve. So in my previous report to the Panel I commented upon the recent national cases of corruption in the police service, compounded by the adverse findings of the Casey Report 'An independent review into the standards of behaviour and internal culture of the Metropolitan Police Service', which was commissioned in the wake of Sarah Everard's murder.

These abhorrent cases and the disturbing findings of the report have rightly raised national concerns regarding the culture and legitimacy of the police service and its ability to effectively prevent, and to root out, those who are unfit to serve.

In my report I also noted the national arrangements that were being undertaken by the Home Office, His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) to address these concerns. Also, that the National Police Chiefs Council had requested that all police forces in England and Wales cross-check their officers against the National Police Database (PND) to identify offenders who may have remained undetected.

OFFICIAL

On 22 March 2023, under 'Section 36 of the Police Reform and Social Responsibility Act 2011' I made a formal 'Information Request' to the chief constable of Warwickshire Police. The request sought information on four key areas: -

1. Recruitment and vetting processes: Including the force's compliance with the College of Policing 'Authorised Professional Practice' (APP) for vetting.
2. Misogyny in Warwickshire Police.
3. The force's Anti-Corruption Unit.
4. Performance and misconduct matters.

A confidential response to this Information Request has subsequently been provided by both the force's Head of Professional Standards Department (PSD) and the Head of Vetting, providing reassurance regarding the force's arrangements and confirming that the force's vetting processes are fully compliant with, and in some respects exceeds, the requirements of the College of Policing's APP.

On 5 June 2023, at a meeting with the Head of PSD I received further assurance that the initial triage of the PND 'data-wash' had not identified any significant concerns for Warwickshire Police.

Of further note is the implementation of the multi-faceted 'Operation Amethyst' by Warwickshire Police. It is the force's initiative to eradicate inappropriate behaviours in the force, encouraging all its members to challenge and report improper and unprofessional behaviours. The force has stated that it is committed to maintaining high standards - building trust and confidence in Warwickshire Police as a supportive, professional, and inclusive workplace; where all victims and witnesses will be treated appropriately and afforded dignity.

6. Police and Crime Plan

A summary of activities undertaken in support of the five principal objectives of my Police and Crime Plan since the commencement of 2023/24 are as follows: -

6.1. Fight crime and reduce offending.

a) Violent Crime

My Policy and Partnerships Team continue to work closely with partners to support the delivery of the county's Serious Violence Prevention Strategy and oversee delivery of the Serious Violence Duty, including the undertaking of a countywide Needs Assessment. Work on this will continue over the next two years, including delivery of a range of county and local intervention to reduce and prevent serious violence.

b) Serious Organised Crime

My Policy and Partnership Team have been working closely with Warwickshire Police, Warwickshire County Council, and other partners, to review the necessary partnership governance and oversight arrangements for Serious Organised Crime (SOC), recognising the links from this to Serious Violence, and to develop and propose new arrangements that are fit for the future. This work is progressing, with

OFFICIAL

outline agreement reached about a way forward, which will be reported in full in due course.

c) Reducing Reoffending

In August 2021, I collaborated with the Home Office in the funding of a new Domestic Abuse Perpetrator Programme in the county. On 31 March 2023 that funding ended, but I am pleased to report that with my offer of continued match funding, my Policy and Partnership Team were able to make a successful bid to the Home Office for additional funding of £300,000 over the next two years. This is an excellent achievement that further supports my Police and Crime Plan priorities and protects vulnerable victims.

6.2. Deliver visible and effective policing.**a) Extra Policing & b) Neighbourhood Policing**

As I state in my Annual Report 2022/23, now that the target for police officer numbers has been reached, the force's recruitment activity in 2023/24 will be re-directed to the recruitment of PCSOs; alongside increasing the number of Special Constables who make a vital contribution to visible front-line policing. I will be doing all I can to support the force in achieving these aims in the coming months.

c) Transforming Warwickshire Police

In my previous report of the Panel I commented upon Warwickshire Police 'Empower' change programme that has three separate strategic strands of People / Place / Technology.

On 24 April 2023, the 'Empower-People' programme was implemented to create a new operating model for the force. I am pleased to be able to report that this significant change to the way in which the force functions has landed well and I remain optimistic that it will deliver the force's ambition to improve prevention, engagement, and investigations.

A fundamentally important element to this new model is the establishment of three geographical Local Policing Areas (LPA) for the county, namely North, South, Eastern. Each of these LPAs is now under the command of a local Chief Inspector to improve localised responsibility and accountability and will undoubtedly help drive improvements in performance and provide a better model for effective engagement with local communities and elected representatives.

The other elements of 'Empower-Place' and 'Empower-Technology' continue to be progressed by the force and are monitored and scrutinised by my office through formal governance arrangements.

6.3. Keep people safe and reduce harm.**a) Violence Against Women and Girls**

My office has continued to work closely with Warwickshire County Council and other partners in delivering the aims of the county's 'Violence Against Women and Girls (VAWG) Strategy'. This has included reviewing the governance arrangements and working closely to link the work of the county's VAWG Board with the work of the

OFFICIAL

Local Criminal Justice Board (LCJB), which I chair. This is particularly important in relation to progress to improve criminal justice outcomes for victims of Sexual Violence and Domestic Abuse. My Policy and Partnership Officer for Criminal Justice, who also coordinates the Local Criminal Justice Board (LCJB) on my behalf, now attends the VAWG Board to ensure a holistic approach.

b) Vulnerability

- **Hate Crime**

My office has worked in partnership with Warwickshire County Council and the Equality and Inclusion Partnership to organise the next Safer Warwickshire Partnership Board 'Big Conversation' event, which is taking place on 14 June 2023. This will be an excellent event that will enable partners to collaborate and address hate crime and discrimination that is faced by Warwickshire's communities.

- **Harmful Sexual Behaviour**

My office has been working closely with Warwickshire Police, partners, and commissioned service providers, to ensure that children and young people who become involved in, or are subject to, Harmful Sexual Behaviour, including sexting and the sharing of intimate images, are able to benefit from appropriate interventions and support.

c) Road Safety

My mission to reduce death and serious injury on Warwickshire roads continues to retain good support and engagement from Warwickshire Police and the multi-agency Warwickshire Road Safety Partnership, which I chair.

At the beginning of April 2023 we hosted a 'Motorbike Action Day' at Caffeine & Machine near Stratford, with the aim of sparking engagement and discussion at the start of the new motorcycle season to initiate a long-term change in behaviours.

The event was well-attended and included bikers and drivers from across the county and beyond, able to relax and show off their machinery in a safe environment.

The event was organised in conjunction with Project EDWARD, the national initiative to create a society that enjoys 'Every Day Without a Road Death.' It has a similar



campaign of events running across the country over the summer. Two of the busiest roads for motorcycles (the A5 and A46) pass through the county, so it was very appropriate the national campaign began in our county.

Stands from the Partnership, Warwickshire Fire & Rescue's Biker Down scheme, Warwickshire Police's Bike Safe rider training initiative and South Warwickshire Advanced Riders were among those offering

OFFICIAL

information and safety advice during the day. A short film of the day can be view: https://www.youtube.com/watch?v=LpuBt_gx9SM

6.4. Strengthen communities.

a) Involving communities

My office continues to operate both the volunteer Independent Custody Visitors (ICV) and the Appropriate Adult (AA) schemes. The ICVs are a well-established system of volunteers who attend police stations unannounced to check on the treatment of people detained in custody. They talk to the detainees and observe the conditions in which they are held and ensure that their rights and entitlements are being observed. The AA's support vulnerable adults in police custody and help to make sure they understand what is happening and the process is fair, the scheme ensures that vulnerable people can understand the criminal justice process, reducing the risk of unjust convictions.

My office continues its drive to further grow the numbers of volunteers who want to give their time to make a difference to their community and thereby strengthen the excellent service that is provided.

In the first week of June 2023, during National Volunteers' Week, members of the OPCC presented at a volunteering fair at Nuneaton Job Centre organised by Warwickshire Community and Voluntary Action (CAVA).

Over the course of the day they met with scores of people interested in volunteering, telling them about the opportunities available to join the Independent Custody Visiting and Appropriate Adults schemes.

I am a strong supporter of volunteering in all its forms and the work of volunteers in keeping Warwickshire safe cannot be underestimated, so I would encourage anyone



interested in donating their time to take inspiration and find out more about how they can get involved. More information on volunteering opportunities can be found on the OPCC website at:

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

b) Crime Prevention

OFFICIAL

In May 2023, I announced the recipients of my Police and Crime Commissioner Grant scheme, which this year had the theme of 'Prevention and Diversion' (see Section 9 below for further details).

c) Partnership working

- **Anti-Social Behaviour**

My Policy and Partnerships Team are currently supporting community safety and crime prevention partners by undertaking a holistic review of a large range of national plans, guidance, frameworks, and toolkits in relation to Anti-Social Behaviour (ASB), which are linked to the Government's recent publication of its new ASB Action Plan. The findings for this are being presented to the next county ASB practitioners' group.

6.5. Deliver better justice for all.**a) Victims and Witnesses & b) Improved Communication**

The main issue to report upon is the introduction to Parliament of the 'Victims and Prisoners Bill'. The Bill was initially placed before Parliament in March and had reached second reading stage by May 2023. It is anticipated the Bill will receive Royal Assent in early 2024.

The introduction of the Bill has received mixed reaction. In a positive sense it represents the government's manifesto intention to create victim rights (12 rights in total) that are enshrined in legislation. Conversely, victim groups and representatives feel the proposed Bill is not strong enough and has mixed offender / prisoner issues with victim issues, when it is argued the two matters should be kept separate to ensure victim-survivors have a valued status within the criminal justice system.

The headline features of the Bill are that children born because of rape are now recognised formally as victims of crime; prisoners with whole life orders will not be allowed to marry; the parole board will be strengthened; an Independent Public Advocate will be appointed to represent victim-survivors of major disasters, such as Hillsborough, Manchester Arena, and Grenfell.

From a PCC perspective, key elements of the Bill need to achieve greater compliance with the 'Code of Practice for Victims of Crime' and the need for greater collaboration between agencies, especially health, on the issue of commissioning victims' services. It is particularly pleasing to note the Bill now formally recognises the role and important work of the Independent Domestic Violence Advisors (IDVA), and the Independent Sexual Violence Advisors (ISVA).

From a local perspective, significant pressures remain in respect of crown court delays and the time taken for cases to get to trial. There is also growing concern in respect of the cost and availability of translators for victims whose first language is not English. There is also pressure on waiting lists for counselling for the victim-survivors of sexual assault.

All criminal justice agencies remain committed to keeping communication with victims and witnesses as a top priority. This is a core thread of the Victims Code. Performance in this area is monitored by my office who chair the Victim and Witness

OFFICIAL

Forum. Warwickshire Police, particularly, scrutinise communications plans linked to investigation plans and challenge officers when contact timelines and agreements with the victims are not being met.

c) Justice Outcomes

My office and I continue to prioritise working in partnership with all key agencies to ensure that the Criminal Justice System (CJS) operates as smoothly as possible for Warwickshire residents who may transcend through the CJS either as victims - survivors, witnesses, or perpetrators. As previously stated, it will take some time to return to a pre-pandemic 'normality', but I am committed to leading our criminal justice partners to ensure we are applying our best efforts.

As the Chair of Warwickshire's Local Criminal Justice Board (LCJB), I can confidently report that the Board continues to be well attended and functional. In Warwickshire we always seek to improve where possible, therefore the LCJB is now being refreshed, as directed by the Criminal Justice lead and newly issued LCJB national guidance.

With my support Warwickshire Police remain engaged in Operation Safeguard. The Criminal Justice System Strategic Command (CJSSC) is a national mechanism that continues to oversee and monitor the prison capacity crisis. Demand for the designated cells at Nuneaton Justice Centre (8) has been consistently low since the introduction of the operation, nevertheless I am committed to ensuring Warwickshire's positive co-operation within the wider criminal justice system.

As reported previously, there are still pressures in the court system in respect of Crown Court back logs, particularly due to limited judicial capacity. Partners are working together to help support both the Courts and the Judiciary where possible, and I hope to report on positive improvements in the near future. Furthermore, my office continues work in supporting Warwickshire Police in its journey to prepare for the new 'Two Tier Out of Court Disposal Framework'. This new framework has recently undergone a two-week trial period across Rugby, the data from this pilot will help to shape the future process of this initiative.

7. Scrutiny and Assurance

My principal obligations as a police and crime commissioner include: -

1. To secure the maintenance of the police force, by setting the budget.
2. To secure that the police force is efficient and effective.
3. To hold the chief constable to account for the exercise of his functions and the functions of the persons under his / her direction and control.

The following are some examples of the arrangements that are in place to facilitate these statutory requirements.

7.1. Police and Crime Plan delivery monitoring

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-

OFFICIAL

2025. The progress made has been reported upon in the Annual Report 2022/23 and is therefore not replicated in this report.

7.2. Governance and Performance Board

I hold a 'Governance and Performance Board' (GPB) each month with Warwickshire Police's chief constable, together with senior officers from the force and the OPCC. The schedule of meetings incorporates an in-depth scrutiny of force performance and finance, along with topical issues of interest. At each GPB meeting a 'Focus' topic is selected for additional scrutiny and minutes of these meetings are published on the OPCC website. This year financial year the subjects have been: -

- April - Sustainability
- May - Road Safety
- June - Cyber Crime

7.3. HMICFRS

7.3.1. Annual State of Policing 2022

The first annual assessment of policing in England and Wales by Andy Cooke as the Chief Inspector of Constabulary has recently been published and I shall be carefully studying its content, observations, and recommendations with keen interest.

Some of the key messages from the report are that public confidence in the police is precarious. He has called for major reform, including new powers for the inspectors of constabulary, including the power to give direction to a police force when there are significant concerns about public safety.

Mr Cooke has also noted that the police need to prioritise the issues that matter most to the public, where forces are failing to get the basics right in investigation and responding to the public, and they need to concentrate on effective neighbourhood policing. He also said that critical elements of the police service's leadership and workforce arrangements need substantial reform, such as more scrutiny on vetting and recruitment processes, including for chief officers.

He considers that forces need to show professionalism, get the basics right when it comes to investigating crime, and respond properly when someone dials 999. This is what matters most to the communities they serve and this is the way forward for the police to regain the public's trust.

There are elements of the report that closely align with my Police and Crime Plan 2021-2025. Several of the concerns expressed are already being addressed by Warwickshire Police, principally through the Empower change programme, and I will continue to scrutinise force performance and 'hold to account' the chief constable on these critical matters.

7.3.2. Child Protection

In February 2022, HMICFRS visited Warwickshire Police for the National Child Protection Inspection. They consequently made 8 recommendations to the force for improvement. In February 2023, HMICFRS returned to Warwickshire Police to conduct a re-inspection and to review the progress the force had made in meeting the

OFFICIAL

recommendations made. On 7 June 2023, HMICFRS published its report: 'National child protection inspection post-inspection review: Warwickshire Police'. The key findings of the re-inspection were that: -

- HMICFRS is pleased to see Warwickshire Police has committed considerable time, resources, and energy to improvements.
- The Empower-People operating model has resulted in a marked increase in the number of investigators of child abuse, with specialist training to support them.
- There have been multiple guidance documents and videos created for a variety of child protection issues.
- Training to help the decision making of the Operations Communication Centre has been delivered.
- There has been a prompt response to reviewing the diary appointment system to ensure safeguarding.
- A new focus at the Daily Management Meeting to focus on child protection, including missing persons, and child and young people held in police custody.

Warwickshire Police has improved in many areas, particularly:

- Prompt action in Online Child Sexual Exploitation investigations.
- Improved Registered Sexual Offence Offender Management, including sharing information with frontline staff;
- The sharing of risk information with statutory safeguarding partners.

The following areas still require improvement:

- Inconsistent response to missing persons enquiries.
- Insufficient focus on the welfare of children and young persons during their detention and delays releasing after charge.

HMICFRS inspections enable me to focus on issues of concern in securing an effective and efficient police service for Warwickshire. This report also serves to illustrate the nature of the child protection measures that the force is engaged in, much of which does not appear in the crime statistics and remains hidden to the public. I shall be 'holding to account' the chief constable to ensure that this progress is maintained and that the areas identified for improvement are addressed.

7.4. Police complaint reviews

Since 1 February 2020, the Police (Complaints and Misconduct) Regulations 2020 came into effect. From this date the OPCC assumed authority for reviewing the handling and outcome of certain public complaints made against Warwickshire Police. The Independent Office for Police Conduct (IOPC) retains this responsibility for more serious and complex public complaints.

Since the 1 April 2023, the OPCC have conducted 5 complaint reviews and have upheld 2 of them, in that the handling and outcome to the complaint by Warwickshire

OFFICIAL

Police has not been reasonable and proportionate. The recommendations made to Warwickshire Police arising from these reviews have been accepted by the force.

On 15 May 2023 I met with the OPCC Complaint Review Officers to consider the esoteric nature of the police complaints legislation and guidance, to gain a deeper appreciation of the spectrum of reviews that have been considered and the consequential recommendations made to Warwickshire Police. This insight as to the issues and themes that result in public complaints against the police provides me with an invaluable insight to enable me to 'hold to account' the chief constable and to fulfil my responsibility to secure the maintenance of an effective and efficient police service for Warwickshire.

8. Engagement

Over the past quarter, Emma Daniell and I have participated in a diverse range of meeting with members of the public, partner agencies and elected officers. My programme of engagement seeks to gain feedback from as diverse a range of participants as possible and is designed to cover all aspects of community safety.

8.1 Knife Angel

Perhaps the highest profile event I attended during this period was on 1 June 2023 at the official unveiling of the Knife Angel in Nuneaton town centre. Created by sculptor Alfie Bradley in conjunction with the British Ironwork Centre, the Knife Angel has been created from 100,000 seized blades collected by 43 police constabularies. The sculpture is multi-purpose, helping to educate communities about the negative impacts of knife crime whilst also acting as a poignant memorial to those who have lost their lives to knife crime.

I provided funding to enable the Knife Angel to come to Warwickshire and have been pleased to work with Nuneaton & Bedworth Borough Council and Warwickshire Police in making it happen. Its arrival marks a month-long focus on preventing violence and aggression, with a wide range of activities accompanying its visit to encourage everyone to get involved.

OFFICIAL



Engagement awareness workshops for parents and students are taking place at primary and secondary schools across the area. There are also various community and school art projects, and knife surrender bins are in place at various locations across the borough for people to anonymously dispose of knives or other bladed items.

As a sculpture, the Knife Angel delivers a poignant reminder of the lives lost and the devastating impact knife crime has. But it is also a fantastic focal point to start the important discussions on how, as a society, we can begin to challenge some of the underlying factors that allow violent crime to exist.

My overriding hope is that we can use the Knife Crime's visit to secure a lasting legacy by encouraging a grass roots movement to end serious violence.

8.2. Kenilworth Show

That same week as the Knife Angel presentation, on Saturday 3 June 2023 I attended the Kenilworth Agricultural Show held at Stoneleigh. Also present at the show were partner agencies from the Warwickshire County Council Community Safety Team, Warwickshire Police's Rural Crime Team, together with the Rural Crime Advisors from Stratford District Council. I provide funding for the Rural Crime Advisors posts, who are employed by the local authority, and they work closely with other partners including the police to prevent rural crime and to ensure the best possible level of service is provided to the victims of crime in our rural communities.

I am a passionate supporter of a rural communities and this well attended event provided an ideal opportunity for me to engage and to listen to their concerns, and to also explain my role and the steps that I am taking together with partners to make their communities safer.

8.3. Notable Events

Some of the other notable events I have been engaged in since the start of the financial year are: -

April 2023

OFFICIAL

- 02/04/2023 – Rugby Street Pastors Commissioning evening.
- 04/04/2023 – High Sherriff's Awards, Warwick.
- 18/04/2023 – We Stand Together conference on hate crime (online).
- 25/04/2023 – We Stand Together conference on hate crime, Rugby.
- 25/04/2023 – Prison Me No Way event, organised by Young People First, Leamington Spa.

May 2023

- 27/05/2023 – National Sikh Policing Association event, Warwick Castle.
- 07/05/2023 – County Service to celebrate the Coronation, Warwick.
- 09/05/2023 – Child Friendly Warwickshire Youth Voice event, Warwick.
- 12/05/2023 – Food & Faith Festival, Nuneaton.

June 2023

- 09/06/2023 – Youth group at the Harvest Fellowship, Rugby.
- 14/06/2023 – Big Conversation on Discrimination and Hate Crime, Coventry.
- 20/06/2023 – Community engagement event, Coleshill Hub.

In terms of engagement with elected members, during this period I have appeared before Overview and Scrutiny Committees at Stratford-on-Avon District Council and Nuneaton & Bedworth Borough Council. In addition, I similarly appeared at public meetings of Warwick, Atherstone and Shipston Town Councils and Wellesbourne Parish Council.

Forthcoming engagements include the National Rural Crime Network's conference later this month, the Pride events in Nuneaton and Leamington Spa and a summer residents involvement day in Bedworth.

9. Commissioning and Grants

9.1. Grants and Commissioned Services Partnership Event

In May 2023, I announced the recipients of my Police and Crime Commissioner Grant scheme for the year with more than 50 projects receiving funding. These enterprises seek to either prevent crime or anti-social behaviour or divert people away from a life of crime. For the road safety initiatives, the supported schemes target unsafe road use and dangerous driving behaviours and provide interventions to encourage safer use of the roads.

The grants scheme supports organisations of all shapes and sizes who do fantastic work to help make Warwickshire a safer place for us all. This year we have a range of projects which support different aspects of my Police and Crime Plan, with a mix of organisations which are new, and others that are familiar to us.

OFFICIAL

When considered alongside the other services for victims I fund through my commissioning programme, this makes for a multi-million-pound commitment each year to reduce crime, support victims and make communities safer.

In May 2023, representatives from the projects that were successful in being awarded grant funding, together with those organisations that I commission to provide a range of services for victims-survivors, came together at Benn Hall in Rugby to receive my thanks for the work they do and to provide them with an opportunity to showcase it to a range of partners.



The aim of the event was to enable greater cooperation and coordination between service providers and boost knowledge among public-facing services of the range of specialist support that is available to help support victims-survivors and divert people away from crime. We heard some inspiring stories from the various presenters and I am excited to see how some of those collaborations begin to come together.

A Grant and Commissioning Directory has been produced providing a summary of the activity of each of these organisations and projects and these can be found on the OPCC website at: -

<https://www.warwickshire-pcc.gov.uk/your-pcc/commissioners-grants/2023-24-commissioners-grants-scheme-awards/>

10. Finance

On 31 May 2023, the 2022/23 Statement of Accounts documents were signed off by the respective Chief Finance Officers from the OPCC and Warwickshire Police and have now been published on the OPCC website. This date is the statutory deadline for the publication of the pre-audit Statement of Accounts and has been brought forward from last year's deadline of the 31 July. Achieving this deadline represents a considerable achievement that reflects well on both organisations finance functions.

OFFICIAL

The next step is the external audit of the two statements and on the 8 June 2023 the external auditors will commence their work. The deadline for the completion of the audit is the 30 September 2023 and I look forward to sharing the outcome of that process in due course. Last year we were one of just 12% of Local Authorities, police force, and OPCCs that met the audit deadline date - I therefore remain optimistic for this year too.

The 2022/23 revenue budget outturn for the PCC and Chief Constable is £119.738m, which is £1.650m less than the £121.388m of available core funding, consisting of the government grant and police precept.

The final outturn is broadly consistent with the forecast reported in recent months and has arisen primarily due to underspends on officer, staff and PCSO pay related costs, and also from increased income. The underspend will be allocated to reserves at year-end to partially fund future services, including some capital investment which will help to reduce the need to borrow and thus generate future year revenue savings. Whilst the reoccurrence of underspending on staff and PCSO pay is reliant on successful recruitment to vacant posts in 2023/24, the underspend on officer pay is unlikely to continue at the same rate seen in 2022/23.

The officer headcount at the end of March was 1,113 officers, and the Home Office conditions for the 2023/24 uplift grant require that the baseline headcount of 1,110 officers must be sustained, to secure the full payment of grant. I will be monitoring this closely at the monthly governance meetings.

High demand for contractor vetting services has continued and this is being carefully managed and monitored by the vetting service leadership team to ensure that customer service levels are being met, income is being recovered in a timely fashion, and that the ambitious income generation targets are achieved through improved efficiency and productivity.

The force has attracted and generated substantial other income over the year, exceeding the budget by £1.593m. This includes regional organised crime funding to disrupt serious and organised crime; reimbursement for legal costs associated with the Plymouth public enquiry; custody provision relating to making cell space available to the prison service; other reimbursements for work arising from national portfolios. A further £0.748m of increased grant has been received to partially meet the police officer pay award costs, and also the incentivised grant for recruiting over the uplift target.

Some additional expenditure has also been incurred, most notably through planned increases in revenue contributions to capital, to partially fund 2022/23 investment, thus reducing the need to borrow and helping to generate a more sustainable approach to capital financing over the medium-term.

The need to identify cashable savings is a constant challenge, as is high inflation. The 2023/24 budget & medium-term financial plan (MTFP) has identified a £3m gap between core funding and operating expenditure over the medium-term. The chief constable has committed to delivering £1m of savings from April 2024 and I look forward to receiving details on how this may be achieved in the coming months. My aim remains to deliver a financial strategy and MTFP, which is affordable, sustainable, and resilient (reserves), which factors in the risk that the current

OFFICIAL

challenges pose and which in turn supports the delivery of my Police and Crime Plan 2021-2025.

The final 2022/23 outturn for capital is £9.039m across estates work, ICT projects and fleet replacement. This has been funded primarily through a combination of revenue funding, reserves, S106 funding and borrowing. This level of investment will help to ensure that our estate and fleet are both compliant and fit for purpose, and that we continue to invest in digital services to maintain the infrastructure that will help to improve our productivity and efficiency and so avoid the re-accumulation of 'technical debt'. This outturn represents an underspend against the revised budget of £1.662m. Some capital work had been accelerated and brought forward into 2022/23, although some other planned work will slip into 2023/24 and beyond.

Reserve levels remain resilient and are set at £15.013m as at the 31 March 2023, by virtue of the 2022/23 outturn and funding position. This total includes the £6.0m general reserve and this remains our main mechanism for managing risk in an increasingly uncertain world. Aside from managing risk, a proportion will also be used to fund capital and meet other known commitments over the medium-term in line with our MTFP and reserve strategy. The MTFP covers a five-year-period and shows reserve levels reducing but being maintained above £10m during this period.

11. Office of the Police and Crime Commissioner

In May 2023, my office welcomed Marie Darwen as a Policy and Partnership Officer to the team, this was to fill an existing and budgeted vacancy. In addition, an intern has been recently recruited to support the office and we are awaiting their start following the necessary pre-employment checks, this will be a first for my office and an exciting development opportunity for the successful candidate.

This page is intentionally left blank



Philip Secombe
Police and Crime
Commissioner
for Warwickshire

Annual Report 2022/23

Executive Summary

Reduce crime, support victims, make communities safer



Page 31

Contents

Forword from the Police and Crime Commissioner	2
Foreword form the Deputy Police and Crime Commissioner	3
Office of the Police and Crime Commissioner	4
Police and Crime Plan	5
Priority 1 - Fight crime and reduce reoffending	6
Priority 2 - Deliver visible and effective policing	7
Priority 3 - Keep people safe and reduce harm	8
Priority 4 - Strengthen communities	9
Priority 5 - Deliver better justice for all	10
Engagement	11
Commissioned services and Grants	12
Scrutiny and Assurance	13
Budget	14
Governance	15
The year ahead	16



Photo © Robin Webster (CC-by-SA/2.0)

Foreword - Police and Crime Commissioner

This is the seventh annual report during my time as Police and Crime Commissioner for Warwickshire. It outlines the progress made over the course of 2022/23, an exciting year that marked the beginning of the implementation of my new Police and Crime Plan, which sets out my core aspirations for police, criminal justice and community safety until 2025.

A huge amount of activity has taken place to improve the efficiency and effectiveness of policing and ensure communities are protected from crime and the most serious of harms, with strong support in place throughout criminal justice processes to help victims cope and recover. That is accomplished not only by the police, but also via excellent partnership working, which has been enhanced in numerous key areas and is an important component of my office's work.

I was joined this year by my new Deputy Police and Crime Commissioner, Emma Daniell. 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 further improvements can be made by the force.

We have achieved continued success in boosting police officer numbers. My target of bringing the force up to 1,100 police officers was met by the end of the year and marked a high waterline for policing in the county. This has been achieved through additional funding from local taxpayers and the Government's Police Uplift Programme and is a huge achievement. The same energy will now be placed into maintaining and, as funding allows, expanding those numbers while also seeking to ensure that current vacancies within PCSO and police staff roles are also filled.

I will be working hard across the remainder of this term of office to deliver my plan to reduce crime, support victims and make communities safer.

Philip Seccombe TD

Police and Crime Commissioner for Warwickshire

Thank you for taking the time to read my annual report as the elected Police and Crime Commissioner for Warwickshire, a position that I am privileged and honoured to hold.



Deputy Police and Crime Commissioner

I have been in post for 12-months now and the time has flown by. I have increased the engagements that our office completes with both partner agencies and our wider communities.

I have particularly enjoyed the opportunity to speak with youth representatives, either through the Warwickshire Police Cadets, schools, and organisations that our grants have supported. Listening to the voices of young people is crucial to how we can develop better strategies to increase community safety.

I am the Senior Responsible Officer for the delivery of the Drugs and Alcohol Strategic Partnership across Warwickshire and I am supporting the delivery of the Serious Violence Strategy for the county. Both roles are fundamental in bringing all partners together to ensure that we collectively deliver better outcomes for some of the most vulnerable people in our communities.

I continue to support the delivery of the ambitions of the Commissioner's Police and Crime Plan 2021-2025 and I am looking forward to continuing with my commitment to spending more time with officers on the frontline to see how we can support and drive improvements in how Warwickshire delivers policing.

Emma Daniell

Deputy Police and Crime Commissioner for Warwickshire

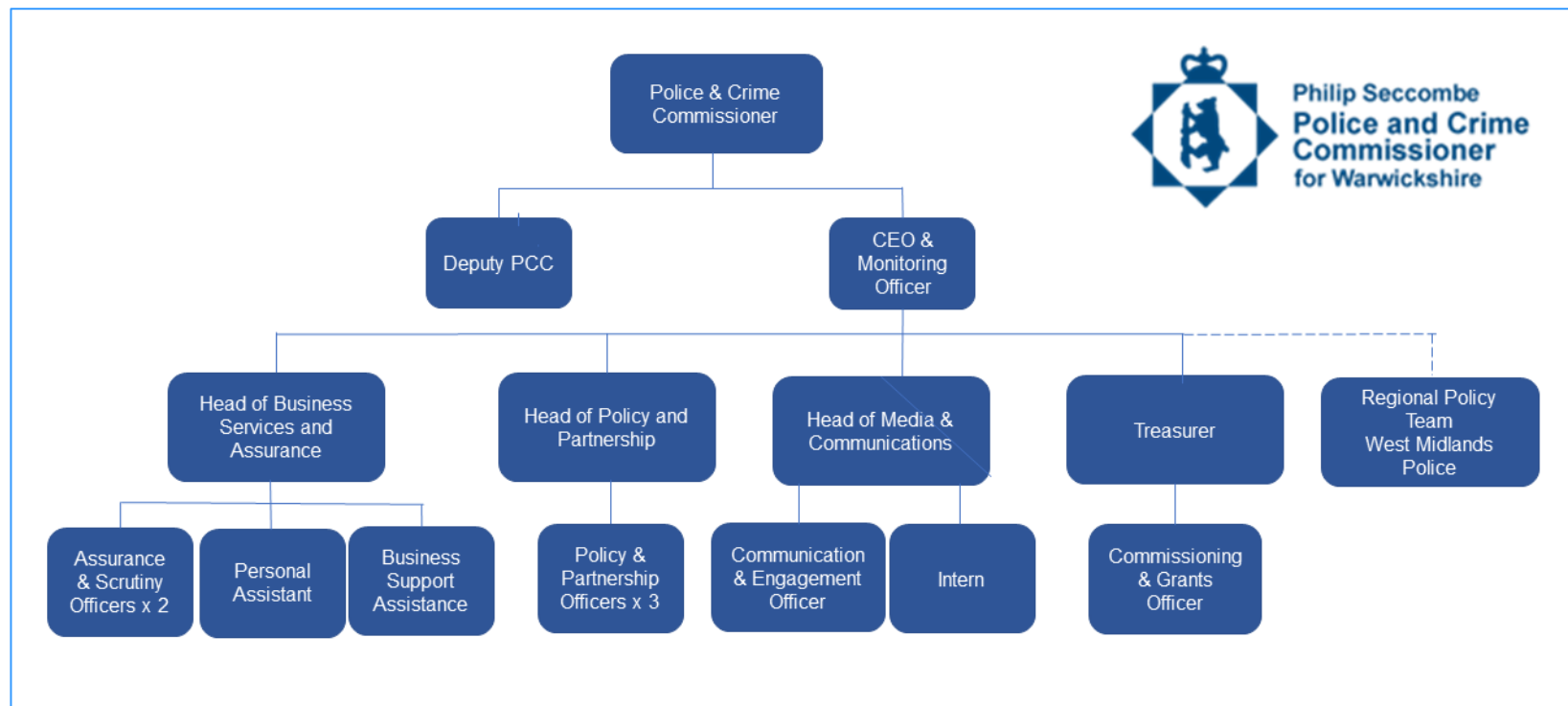


Office of the Police and Crime Commissioner

This year has been a time of consolidation following the fundamental changes to the Office of the Police and Crime Commissioner's (OPCC) organisational structure that took place in 2021/22. The changes better support both me and the Deputy PCC in our respective roles and responsibilities and help deliver the goals of the Police and Crime Plan more effectively and efficiently.

The management team enhances capability and resilience. The four teams in the office have improved accountability and efficiency and each have their own clear responsibilities and objectives

There will be further recruitment to the OPCC in 2023/24 with the addition of an Intern to support Public Affairs. This will be a first for my office and an exciting development opportunity for the successful candidate.



Police and Crime Plan 2021-25

My second term of office came with the statutory responsibility of preparing a new Police and Crime Plan for 2021-2025, ensuring that Warwickshire Police and other community safety partners focus on the issues which are of greatest concern to the county's communities.

Page 36

This was the second year of delivering on its ambitions and a brief summary of the activities undertaken in support of the objectives of priorities and focus areas are contained in the following pages.

The Plan can be viewed in full at: www.warwickshire-pcc.gov.uk/police-and-crime-plan/

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:

- 1. Fight crime and reduce reoffending**
Shared outcome: Co-ordinated action disrupts and deters the most serious and harmful crimes and those which cause most concern to communities, with offenders brought to justice and less likely to reoffend.
- 2. Deliver visible and effective policing**
Shared outcome: A visible police presence with strong welfare support deals effectively with local issues through innovative use of resources, delivering value for money for the taxpayer.
- 3. Keep people safe and reduce harm**
Shared outcome: Women and girls are protected from violence, vulnerable people are safeguarded and there is a sustained reduction in the numbers of people killed and seriously injured on our roads.
- 4. Strengthen communities**
Shared outcome: Communities are empowered to shape how policing and community services are developed and delivered, with strengthened partnership working - building public confidence and resilience to crime.
- 5. Deliver better justice for all**
Shared outcome: Victims and witnesses have a better experience from the point of reporting crime to receiving an outcome, with clear pathways to tailored support services and improved confidence in the process.

Areas of focus:

- Violent crime**
County Lines and knife crime
- Organised crime**
Drugs, exploitation, fraud and cyber crime
- Re-offending**
Substance misuse, managing offenders
- Extra officers**
Including staff welfare and tackling officer assaults
- Neighbourhood policing**
Rural crime, burglary, vehicle crime and theft
- Transforming the force**
Better IT, buildings and fleet, including for the environment
- Violence against women and girls**
Including domestic abuse, sexual violence, stalking
- Vulnerability**
Mental health, hate crime and homelessness
- Road safety**
Reducing death and injury
- Involving communities**
Listening to people and using volunteers
- Crime prevention**
Supporting communities to deter criminal activity
- Partnership working**
Community safety and collaboration
- Victims and witnesses**
Victim and witness rights and securing specialist support
- Improved communication**
Across policing and the criminal justice system
- Justice outcomes**
Better investigations and timelier results

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



Priority 1: Fight crime and reduce offending

Violent crime

Serious Violence Duty

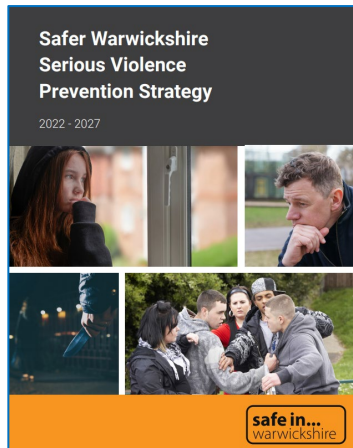
On 16 December 2022, the Home Office released the awaited statutory guidance in relation to the new Serious Violence Duty. My office has worked closely with local duty holders, in particular Warwickshire County Council (WCC), to put governance and delivery arrangements in place to ensure the success of the initiative.

In addition, my office has also secured funding from the Home Office to support implementation of the new Duty in Warwickshire

Safer Warwickshire Serious Violence Prevention Strategy

The county already has in place a 'Serious Violence Prevention Strategy' and work is underway to finalise the delivery plan.

<https://safeinwarwickshire.com/safer-warwickshire-serious-violence-prevention-strategy-2022-2027/>



Serious Organised Crime

SOCJAG

The county's Serious Organised Crime Joint Action Group (SOCJAG) is a long-established partnership that has been supported by my office since its inception. The group has been occupied over the year in developing the county's Serious Violence Prevention Strategy.

County-lines

Warwickshire Police continues to commit its officers and resources, along with those of the Regional Organised Crime Unit (ROCU) and the National Crime Agency (NCA), to tackling this pernicious form of criminality.

Modern Slavery and Human Trafficking

My office is 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'

Cyber-crime

Improving communication between Victim Support, Action Fraud, and the Warwickshire Police Economic Crime Unit have been reviewed to ensure that the most vulnerable victims are being properly supported.

Reducing reoffending

Substance misuse

My office has work with partners to locally deliver 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). Emma Daniell (DPCC) has been appointed as Chair of the DASP and Senior Responsible Officer (SRO) for the CDP

Additional funding has been allocated to police force areas for the introduction, or expansion, of the existing 'Drug Test on Arrest' (DTOA) programmes.

Reducing Reoffending Board

My office is a regular contributor to the RBB and is also an active member of the county's Community Safety Performance Challenge Group.

Warwickshire Domestic Abuse Perpetrator Programme

In collaboration with the Home Office a new Warwickshire Domestic Abuse Perpetrator Programme (W-DAPP) has been implemented. During 2022/23, W-DAPP delivered 747 individual sessions and 30 group sessions to perpetrators of Domestic Abuse, seeking to prevent and divert them from their abusive behaviour.

Page 7 of 17



Priority 2: Deliver visible and effective policing

Extra officers

A key pledge of my Police and Crime Plan is to have more police officers in Warwickshire. At the end of 2022/23 Warwickshire Police had 1,113 officers. This figure means the county now has the largest number of officers in its 160+ year history.



Around 45% of the officers who have joined in the past 12-months are women, and just over 10% of all officers who have joined during this period identify as black, Asian, or mixed race. It is reassuring to see that the new officers to the force have a variety of backgrounds, cultures, and in some cases previous professional experience, as Warwickshire Police continue to build a diverse workforce that reflects the communities it serves.

Page 38

Neighbourhood Policing

Safer Neighbourhood Teams

Our communities want to see their local SNTs stabilised and with more Police Community Support Officers (PCSO) to tackle persistent issues and increase police visibility and public confidence.

Now that the target for police officer numbers has been reached, the force's recruitment activity in 2023/24 will be re-directed to the recruitment of PCSOs; alongside increasing the number of Special Constables who make a vital contribution to visible front-line policing. I will be doing all I can to support the force in achieving these aims in the coming months.

Rural Crime

I welcome the recent launch of a new 'Wildlife and Rural Crime Strategy 2022-25' by the National Police Chief's Council (NPCC).

Warwickshire Police's Rural Crime Team (RCT) leads the force's response to rural crime.



Transforming the force

Warwickshire Police are presently embarking on significant change programme called Empower:-

Empower People

A new operating policing model for the force. Some aspects of the programme have already been enacted with full implementation of the new model on 24 April 2023. The model incorporates fundamental changes to the operational delivery of the force's services to the county's communities, including the establishment of three geographical policing areas for the county, namely North, South, Eastern to improve performance and provide effective engagement with local communities.

Empower Place

The force's Estates Strategy is being delivered under the Empower - Place change programme to develop an estate that reflects modern day policing requirements.

Empower Technology

This programme concerns the force's recent and significant investment in technology to maximise its potential and ensure that the efficiencies are realised.

This innovative programme continues to be scrutinised and monitored by the OPCC through representation at the force's Change Board.



Priority 3: Keep people safe and reduce harm

VAWG

Violence Against Women & Girls

My office has worked closely with Warwickshire County Council (WCC) and other partners in producing an updated 'Violence Against Women and Girls (VAWG) Strategy' for the county. This work has now reached conclusion, with a definitive version of the new VAWG strategy ready to publish. Work continues with the associated Delivery Plan.

The strategy is closely aligned with the county's 'Serious Violence Prevention Strategy' and with my Police and Crime Plan, with my office actively involved in supporting this work and in making its own commitments

60369



<https://safeinwarwickshire.com/vawg/>

Vulnerability

Hate Crime

The OPCC is an active member of the Warwickshire Hate Crime Partnership and is contributing to a review of the strategy and action plan. It is also working in partnership with WCC and the Equality and Inclusion Partnership to organise the next Safer Warwickshire Partnership Board 'Big Conversation' event on 14 June 2023.

Homelessness

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.

Gambling

The new commissioned victim services include a requirement that the successful provider ensures its frontline staff receive training in Gambling Harm Awareness.

Modern Slavery & Human Trafficking

The Victims of Crime Needs Assessment led by my office has informed the recent commissioning of victim services. More must be done to support victims of MSHT in the county and my office has consequently commissioned the 'Independent Modern Slavery Advocate Service' (IMSA).

Road Safety

Warwickshire Road Safety Partnership

As the chair of the Warwickshire Road Safety Partnership (WRSP) we have a road safety strategy with the intention of halving the number of deaths and serious injuries on our roads by the year 2030. My office also now chairs the Operations Board of the WRSP.

Victims Needs Assessment

The 'Warwickshire Road Victims Needs Assessment' that I commissioned provides research on the needs of the bereaved and those suffering life-changing injuries. It also shows that the work of the commissioned 'Independent Road Victims Advocate' is needed and highly valued.

World Day of Remembrance

Sunday 20 November 2022 marked the World Day of Remembrance for Road Traffic Victims. In recognition, a memorial service was organised at St Mary's Church in Warwick.

Community Speed Watch

I am a passionate supporter of Community Speed Watch. There are now 70 groups around the county with over 600 volunteers helping to make Warwickshire roads safer. I have invested a further £10k to help schemes start-up.



Priority 4 Strengthen communities

Involving communities

Local Authorities

My office has contributed to the independent reviews of Community Safety Partnership (CSP) and the role of the PCC. We also work closely with the county's Community Safety Team, this has included work on Serious Violence Prevention, Safer Streets, and Crime Prevention.

Volunteer schemes

operate two volunteer schemes to assist with the activities and scrutiny of Warwickshire's two custody facilities. These volunteers have continued to offer significant assistance and I am very grateful to every member who has played a role in improving the criminal justice system.

Independent Custody Visitor

The North and South Panels of the Independent Custody Visitor (ICV) Scheme continue to meet regularly to support improvement at the force's custody centres.

Appropriate Adult

In addition to the longstanding ICV scheme, I also host a volunteer Appropriate Adult scheme. This enables the force to provide volunteer provision for vulnerable adults in custody. This scheme was the winner of last year's Lord Ferrers Award. I am incredibly pleased that their exemplary work has been formally recognised.

Crime prevention

Community Safety Partnerships

The Crime and Disorder Act 1998 requires 'Responsible Authorities' (CSP) 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 I await the review's conclusions and recommendations with a keen interest.

This collaboration with our local authorities has resulted in securing of additional funding from central Government to support crime prevention and community safety initiatives, with an additional £354,000 of funding received from the Home Office under the 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.

Warwickshire Police

The successful evolution of the force's 'Harm Hub' to the 'Prevention Hub' under the Empower change programme is critical to delivering on this ambition to reduce crime through prevention

Partnership working

Unauthorised Encampments

In collaboration with the Warwickshire Police's Gypsy, Roma, Traveller (GRT), my office has now completed a refresh of the Unauthorised Encampment County Protocol. The document has been adopted by all partners and I'm pleased that the frequency of unauthorised encampments in the county has much reduced.

The GRT History Month falls in June 2023, and with a view to further developing positive relationships with the GRT communities of Warwickshire, I am exploring opportunities to engage with the young members of these communities.

Anti-social Behaviour case reviews

Requests for an ASB case review appear to be on the rise in the county, as my office has recently become engaged in two cases necessitating consultation with our CSP partners with a view to provide a multi-agency response to the issues raised.

Big Conversation

In October 2022, the Safer Warwickshire Partnership Board 'Big Conversation' conference was held at the British Motor Museum. My OPCC Engagement and Communications Officer worked alongside WCC colleagues to organise the event.



Priority 5: Deliver better justice for all

Victims & witnesses

I am pleased to have recently appointed Dr Grace Boughton as my new Criminal Justice lead. This role subsumes the responsibilities of the former 'Local Criminal Justice Board' (LCJB) manager and so is a vital role in assisting both myself as chair of the LCJB, and more widely the criminal justice partners, in seeking improvements for victims and witnesses, and progressing the delivery of local criminal justice services.

The Government has now introduced the Victims and Prisoners Bill into Parliament, with the intention of progressing it to statutory legislation. I very much welcome the arrival of the new statute as it demonstrates a strong will from all quarters to do more for victims and witnesses.

Victim Support

Victim Support continue to be the main support service for victims of crime in Warwickshire. They ensure every single victim of crime receives a copy of the Code of Rights for Victims of Crime 2021 to ensure the 12 rights for victims as defined by the Code are delivered by the criminal justice agencies in Warwickshire. Dealing with approximately 2,000 referrals per quarter their standard of service delivery is consistently strong and victim satisfaction rates with the service received is consistently high.

Improved communication

Local Criminal Justice Board

As the Chair of Warwickshire's LCJB I can confidently report that the Board continues to be well attended and functional. Nevertheless, in Warwickshire we always seek to improve where possible, therefore the LCJB will undergo a refresh directed by my new Criminal Justice lead and recently received LCJB revised national guidance.



Domestic Violence Courts

As the Chair of the LCJB, I have encouraged a closer look at Warwickshire's Domestic Violence Courts following concerns raised by some partners about its present location in Coventry and its operating practices. As a result, many of the concerns raised have been resolved, with more appropriate listing practices taking place and improved police and HMCTS communication. The response has been positive, but the LCJB will continue to monitor the situation to ensure that appropriate provision is in place for the victims of domestic abuse.

Justice outcomes

Post-pandemic

When understanding the current, post-pandemic Criminal Justice landscape, it is evident that my team and I must continue to prioritise working in partnership with all key agencies to ensure that the Criminal Justice System (CJS) operates as smoothly as possible for Warwickshire residents who may transcend through the CJS either as victims - survivors, witnesses, or perpetrators.

Restorative Justice

Work has been undertaken during the year to improve the awareness and uptake of Restorative Justice (RJ), which is provided by Victim Support in addition to their commissioned victim service. This has been a very successful piece of work.

Operation Soteria

Warwickshire Police is a participant in Operation Soteria, a national research and change programme looking to transform the police response to rape and serious sexual offences (RASSO). The programme brings together police forces with academics and policy experts to use new insight to enable police forces to build more effective investigations. I am taking an active interest in the progress of Operation Soteria with updates at the LCJB meetings.

Engagement

It is hugely important that the public's voice is fully heard by the police and other agencies. As an elected representative of the residents and communities of Warwickshire, I want to ensure all agencies are working together to reduce crime, support victims and make communities safer.

My Communications and Engagement Strategy determines the engagement activities I and my office conduct in support the Police and Crime Plan focus area to Strengthen Communities. It outlines several strategic objectives with the intention that all communications or consultation activity would derive from one or more of four strands: -

- 1. **Inform:** Communities and service users have a clear understanding of the role, priorities, services, activities and achievements of the my role.
- 2. **Engage:** Communities have opportunities to engage with me and the wider OPCC to raise issues, highlight the priorities that are important to them and gain feedback on the actions taken to address them.
- 3. **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.
- 4. **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.



Commissioned Services and Grants

Commissioned Services

My office financed over £1.4m of commissioned services in 2022/23. These services include general support services for victims to help them cope and recover in addition to providing other specialist victims services in the high harm areas such as domestic abuse, rape, sexual assault, and drugs and alcohol support, through a variety of outreach services and referral centres.

It was also a successful year for securing external funding to finance other project and commissioned work with partners following a series of grant applications in response to government funding opportunities.

Victim support services

The full procurement process to commission the following five victim support services for Warwickshire has now been completed: -

- General victim support: Victim Support
- Sexual violence and abuse: Safeline
- Child exploitation: Barnardo's
- MSHT: West Midlands Anti-Slavery Network
- Restorative Justice: Victim Support

These newly commissioned services will commence on 1 April 2023 for a duration of three-years, with an option to extend for up to a further two-years. Each provider will submit performance reports and attend quarterly performance monitoring meetings with the leads in my office

Grants

In 2022/23 I made £0.469m of funding available for small annual grants and funding for our four local Community safety partnership's. This was in addition to a further £0.350m of funding to support and enhance our partnership working arrangements across the county to deal with initiatives including rural, cyber crime, business crime and prevent work.

Further details on all the projects that have received funding in 2022/23 are available on the OPCC website.

Grant recipients

I was delighted to be able to host our first in-person Grant Recipients' event since 2019 due to the pandemic. The event was very well attended, and the delegates heard from previous grant recipients on the positive impact that my grants have made to their service users. The event also offered a networking opportunity for the organisations to understand each other's work. It also allowed me to meet with representatives of many of the organisations receiving a grant through my scheme to thank them for the excellent work they conduct across the county.



Scrutiny and Assurance

Governance and Performance Board

I have a statutory duty under the Police Reform and Responsibility Act 2011 to 'hold to account' the chief constable of Warwickshire Police for policing services in the county.

To fulfil this responsibility I hold a weekly meeting with the Chief Constable to discuss matters of concern and also hold a monthly 'Governance and Performance Board' (GPB). The schedule of meetings incorporates an in-depth scrutiny of force performance and finance, along with issues of interest: -

- April 2022: National Crime and Policing Measures
- May 2022: Road Safety
- June 2022: Performance / Health and Wellbeing
- July 2022: Public Engagement and Contact
- August 2022: Neighbourhood Crime
- September 2022: Performance / SOC
- October 2022: Domestic Abuse, and Rape and Serious Sexual Assault
- November 2022: Victims and Witnesses
- December 2022: Performance / Empower-People
- January 2023: Safeguarding children
- February 2023: Offender Management
- March 2023: Performance / Victims Code

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

Inspectorate reports

In October 2022, HMICFRS published its 2021/22 inspection report for Warwickshire Police. I welcome the report as it provides an in-depth assessment of the strengths and weaknesses of the force and provides several recommendations as to areas for improvement.

The findings did not come as a surprise to me as it reflects the analysis my own office undertakes, as well as some of the concerns the public have raised with me.

Outstanding	Good	Adequate	Requires improvement	Inadequate
		Preventing crime	Investigating crime	
		Treatment of the public	Responding to the public	
		Protecting vulnerable people	Managing offenders	
		Developing a positive workplace		
		Good use of resources		

I have held the chief constable to account on these issues and will continue to do so. As a result, I can provide reassurance that the force's Empower change programmes, both planned and already under way, will improve its overall performance – described by HMICFRS as a cause for optimism.

National performance measures

As part of the Government's strategic priority cut crime and to improve police performance, the National Crime & Policing Measures (NC&PM) have been introduced as an element of its Beating Crim Plan: -

- Reduce murder and other homicides.
- Reduce serious violence.
- Disrupt drugs supply and county lines.
- Reduce neighbourhood crime.
- Tackle cyber-crime.
- Improve satisfaction among victims.

These measures are monitored on a quarterly basis against a national baseline of June 2019, as selected by the Home Office and are published on the OPCC website.

Professional Standards

Since 2020, I have had responsibility for carrying out the appeals for complaints that have been dealt with by Warwickshire Police. These reviews enable members of the public who remain dissatisfied with their complaint to ask for it to be reviewed, providing me with a good insight as to the issues and enables me to remedy the service provided by the force. Since this legislation came into effect, the OPCC have conducted 111 complaint reviews and have made recommendations to the force to improve service delivery in 46 of these cases.

Budget

Duty

I have a statutory duty under the Police Reform and Responsibility Act 2011 to set the force budget and determine the policing precept. In properly exercising this responsibility it is essential that I achieve value for money and seek to drive out inefficiencies and maximise effectiveness wherever possible.

2022/23

In 2022/23 I approved an increase in the precept of 3.85%, which supported a fully costed budget of £121.389m to deliver the Police and Crime Plan priorities. Over 95% of the annual budget is delegated to the chief constable to deliver operational policing.

Statement of Accounts

Warwickshire PCC and force were amongst 12% of reported public bodies nationally who achieved the publication deadlines for our 2021/22 audited accounts and finance staff will be working hard to meet the tighter deadlines again this year.

The draft Statement of Accounts for the force and OPCC for 2022/23 will be produced and published by the end of May 2023 deadline and the external audit is due to commence in July 2023.

How do we spend our budget 2022/23 £121.4m?



2023/24

In preparing the budget for 2023/24, there were several key principles that both the chief constable and I agreed. They are supported through my Police and Crime Plan and the force's strategic plans and form the backdrop to how we will deliver improvement to Warwickshire Police:

- More police officers and PCSOs
- Improvements to how the public contact the police
- Improved efficiency, making best possible use of the investments in ICT made in the past few years.
- An enhanced police estate, with buildings that are fit for purpose for the people that use them and retain the geographic footprint around the county, further improvements to vehicles used by the force and a reduced carbon footprint with lower energy use.

That's why I proposed to increase the Precept by 5.3%, considerably below the current rate of inflation. This is equivalent to £14 per year on an average Band D property, or around 27 pence per week. Those in lower Council Tax bands will pay proportionately less and there is considerable financial help and support for those on lower incomes.

Among the many enhancements designed to improve the service to the public, this budget will help to ensure Warwickshire Police continues to operate on a sound and sustainable basis into the future. It is also a key part of my strategy to reduce crime, support victims and make communities safer

Governance

Police and Crime Panel

It is vitally important that my activities and performance as the Police and Crime Commissioner are statutorily scrutinised and challenged to provide a 'check and balance' to the decisions that I make and the authority that I hold. The Police and Crime Panel principally perform this role. An important distinction is that the Panel is not responsible for 'holding to account' either the Chief Constable or Warwickshire Police, its purpose is to function as a 'critical friend' to me by providing both support and challenge to my role as PCC. Over the year the Panel met nine times to discharge its important statutory functions.

Underpinning the panel in Warwickshire are two separate working groups, the Performance and Planning Working Group and the Budget Working Group. These two groups conduct additional scrutiny of my work and that of OPCC.

I would like to take this opportunity to formally express my great appreciation and thanks for to the members of the Panel, both past and present, for the public serving support and challenge that they have provided to me during the past year.

The papers for the meetings of the Panel can be found at: <https://democracy.warwickshire.gov.uk/ieListMeetings.aspx?Committeed=136>

Joint Audit and Standards Committee

A Joint Audit and Standards Committee (JASC) serves to scrutinise both Warwickshire Police and my position as the PCC. The JASC consists of five members, all independently recruited for their professional skills and expertise and meets quarterly and consider matters relating to internal and external audit, corporate governance, monetary management, standards, and ethics risk registers and HMICFRS action plans.

I would like to take this opportunity to formally express my appreciation to the members of the JASC for their rigorous scrutiny that they have provided during the past year.

The papers for the meetings of the Panel can be found at: [Joint Audit and Standards Committee - Office of the Police and Crime Commissioner for Warwickshire \(warwickshire-pcc.gov.uk\)](https://warwickshire-pcc.gov.uk)

Regional Collaboration

At the regional level, the four forces of Warwickshire Police, West Mercia Police, West Midlands Police and Staffordshire Police and their respective PCCs collaborate across several specialist areas of policing, to increase efficiency and effectiveness and to meet their obligations under the Strategic Policing Requirement (SPR).

There are formal collaborations in place across regional organised crime, counter terrorism, police air support, public order training and the delivery of police training to the new recruits. The four forces also work together across several other specialist policing capabilities such as firearms and roads policing, and Warwickshire has a bi-lateral collaboration with West Midlands Police for the provision of forensic services.

Governance of the collaborative activity takes place at the Regional Governance Group made up of the four PCCs and four Chief Constables. The structure enables oversight and collective decision-making in respect of the formal collaborations. It also provides a forum for oversight of national programmes that may have local and regional implications. This activity is facilitated by two Regional Policy Officers, jointly funded by the four PCCs

The Year Ahead

I hope that you have enjoyed reading this report, and that it goes some way to demonstrate the breadth and volume of activity I have been involved in. I am always keen to hear from residents and communities and to have an opportunity to listen to the matters that concern people. I commit to using my role to make Warwickshire safer, influencing strategically where I am able.

Looking forward to 2023/2024, I have set a clear direction of travel through the new Police and Crime Plan and have committed to strategic activity, working with partners on shared priorities and holding to account the chief constable for the activity and performance of Warwickshire Police.

I am planning a continued series of engagement and consultation activity across the next 12-months. I am already committed to attending several partnership engagement events which provide a forum for community members to engage with Warwickshire Police. The OPCC will again have a stall at Warwickshire Pride in Leamington Spa and will also be attending the Nuneaton Pride event in the summer. The Kenilworth Show in June will also provide an opportunity to engage with people from across the rural communities of Warwickshire.


I am also planning a range of engagement events across the county, including in Rugby, Coleshill, Atherstone, Nuneaton, Bedworth, Whitnash and Shipston, as well as continuing to speak at town and parish council meetings across the county.

I look forward to seeing as many of you as I can in the coming months.

CONTACT US

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

 opcc@warwickshire.police.uk

 01926 733523

 www.warwickshire-pcc.gov.uk

 @WarwickshirePCC

 WarwickshirePCC

This page is intentionally left blank



Annual Report 2022/23

Report Author	OPCC Warwickshire
Report Date	June 2023
Security Classification	Official
Disclosable under Freedom of Information Act?	Yes

OFFICIAL

Contents

Foreword	4
1. Public trust and confidence	6
2. Office of the Police and Crime Commissioner	7
3. Police and Crime Plan	8
Priority 1: Fight crime and reduce offending	9
Focus area: Violent crime	9
Focus area: Serious Organised Crime	10
Focus area: Reducing reoffending	11
Priority 2: Deliver visible and effective policing	12
Focus area: Extra police officers	12
Focus area: Neighbourhood policing	13
Focus area: Transforming Warwickshire Police	15
Priority 3: Keep people safe and reduce harm	18
Focus area: Violence Against Women and Girls	18
Focus area: Vulnerability	19
Focus area: Road Safety	20
Priority 4: Strengthen communities	22
Focus area: Involving communities	22
Focus area: Crime prevention	24
Focus area: Partnership working	24
Priority 5: Deliver better justice for all	26
Focus area: Victims and witnesses	26
Focus area: Improved communication	27
Focus area: Justice outcomes	27
4. Assurance and scrutiny	28
4.1 Police and Crime Plan monitoring	28
4.2 HMICFRS Inspection	29
4.3 National Crime & Policing Measures	30
4.4 Strategic Policing Requirement	31
4.5 Governance and Performance Board	32
4.6 Professional standards and police complaints	32
5. Governance	33
5.1 Police and Crime Panel	33
5.2 The Joint Annual Governance Statement	34
5.3 Joint Audit and Standards Committee	34

OFFICIAL

5.4 Regional collaboration 34

5.5 Formal Decisions 34

6. Engagement..... 35

6.1 Engagement activity 35

6.2 Consultation activity..... 37

7. Commissioned services 38

8. Grant Scheme 40

8.1 Road Safety Grants Scheme 41

8.2 Additional funding 42

9. Finance 42

9.1 Value for money..... 42

9.2 Annual budget for 2022/23 43

9.3 Annual budget and Police Precept 2023/24..... 44

9.4 The Medium-Term Financial Plan (2023/24 to 2027/28)..... 45

10.Look ahead to 2023/24..... 46

OFFICIAL**Foreword****Police and Crime Commissioner**

This is the seventh annual report during my time as Police and Crime Commissioner for Warwickshire. It outlines the progress made over the course of 2022/23, an exciting year that marked the beginning of the implementation of my new Police and Crime Plan, which sets out my core aspirations for police, criminal justice and community safety until 2025.

A huge amount of activity has taken place to improve the efficiency and effectiveness of policing and ensure communities are protected from crime and the most serious of harms, with strong support in place throughout criminal justice processes to help victims cope and recover. That is accomplished not only by the police, but also via excellent partnership working, which has been enhanced in numerous key areas and is an important component of my office's work.

I was joined this year by my new Deputy Police and Crime Commissioner, Emma Daniell. 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 further improvements can be made by the force.

We have achieved continued success in boosting police officer numbers. My target of bringing the force up to 1,100 police officers was met by the end of the year and marked a high waterline for policing in the county. This has been achieved through additional funding from local taxpayers and the Government's Police Uplift Programme and is a huge achievement. The same energy will now be placed into maintaining and, as funding allows, expanding those numbers while also seeking to ensure that current vacancies within PCSO and police staff roles are also filled.

The past year also saw a moment of significant national importance with the death of Her Majesty Queen Elizabeth II in September. During her long and remarkable reign, she showed unstinting and steadfast dedication to public service which will continue to provide a great example to everyone in public life for many years to come.

It was with great pride therefore that I took part in civic services in the county to commemorate her remarkable reign. Likewise, officers from Warwickshire Police took part in the policing of Her Majesty's funeral, offering one final duty to the monarch they had pledged to serve. In the same way, officers from Warwickshire have played their part in keeping the King's peace during the Coronation in 2023, which should again be a source of tremendous pride.

Continuing that theme of looking forward, I will be working hard across the remainder of this term of office to deliver my plan to reduce crime, support victims and make communities safer.

Philip Seccombe TD

Police and Crime Commissioner for Warwickshire

OFFICIAL

Deputy Police and Crime Commissioner

I have been in post for 12-months now and the time has flown by. I have increased the engagements that our office completes with both partner agencies and our wider communities.

I have particularly enjoyed the opportunity to speak with youth representatives, either through the Warwickshire Police Cadets, schools, and organisations that our grants have supported. Listening to the voices of young people is crucial to how we can develop better strategies to increase community safety.

I am the Senior Responsible Officer for the delivery of the Drugs and Alcohol Strategic Partnership across Warwickshire and I am supporting the delivery of the Serious Violence Strategy for the county. Both roles are fundamental in bringing all partners together to ensure that we collectively deliver better outcomes for some of the most vulnerable people in our communities.

I continue to support the delivery of the ambitions of the Commissioner's Police and Crime Plan 2022-2025 and I am looking forward to continuing with my commitment to spending more time with officers on the frontline to see how we can support and drive improvements in how Warwickshire delivers policing.

Emma Daniell

Deputy Police and Crime Commissioner for Warwickshire

OFFICIAL

1. Public trust and confidence

1.1 Police vetting

Following recent criminal cases involving Metropolitan Police Officers there has been much justifiable outrage and concern regarding the police service's vetting procedures and counter-corruption arrangements, which are there to provide assurance regarding the suitability of police officers to serve in this responsible and powerful role. Forces need effective systems to prevent unsuitable applicants from joining, but no system is watertight so, inevitably, timely reviews are required throughout the duration of officer's and police staff employment. Some who are assessed as suitable when they join may become unsuitable later in their career. When this happens, the police service also needs effective systems to identify these individuals and, if necessary, dismiss them.

On 2 November 2022, His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) published its report: 'An inspection of vetting, misconduct, and misogyny in the police service.' This also included assessing forces' abilities to detect and deal with misogynistic and predatory behaviour by police officers and staff. In the report, there were five areas for improvement identified and 43 recommendations made. My response to this report has been published on the OPCC website in accordance with Section 55(1) of the Police Act 1996. I continue to monitor the force's response and progress against the recommendations through existing governance and 'holding to account' arrangements.

In January 2023, The Home Office introduced further measures to root out police officers who are "not fit to serve". Consequently, the National Police Chiefs Council has requested that all police forces in England and Wales to cross-check their officers against the National Police Database to identify offenders who may have remained undetected. I can report that Warwickshire Police are in the process of complying with this request under its comprehensive Operation Amethyst. The processes to be adopted for any adverse finding have been discussed with the chief constable.

In addition, the Home Office has consequently launched a review of the police disciplinary system to make sure officers who are not fit to serve the public and fall short of the exacting standards expected of them can be sacked. The review is expected to be completed within four-months. I welcome the Home Office's intervention in reviewing the current arrangements and fully endorse the stance taken.

1.2 Casey Report

On 21 March 2023, Baroness Louise Casey published her report 'An independent review into the standards of behaviour and internal culture of the Metropolitan Police Service', which was commissioned in the wake of Sarah Everard's murder. The following is the media release that was issued in response: -

OFFICIAL

“The Baroness Casey Review makes for horrific reading, not only in terms of the standards of behaviour it has uncovered within the Metropolitan Police but also for the impact these have on confidence in the police service more widely. Members of all communities will feel significantly let down and angered by the racism, sexism, and homophobia the report highlights. So too will the many hardworking officers and staff within policing for whom such behaviour is totally abhorrent”.

While the report raises significant questions about the culture and the leadership of the Metropolitan Police, there are cases of police abuse of authority, corruption and criminality which have emerged in forces all over the country, including examples from Warwickshire. It is therefore not enough to assume that it is only for the Metropolitan Police to fix its problems and that all will be well; every police force needs to look at the findings of this report and ask themselves whether any similar behaviours exist in their workforce. Only by doing so can the public have that full reassurance that misogynistic, homophobic, and racist behaviour is properly being rooted out at the earliest opportunity.

I am committed to ensuring that the standards of behaviour within Warwickshire Police are at the very highest level and have supported the chief constable with increased resources each year to help drive forward change and reform. In return, it is my role to hold the chief constable to account and ask searching and sometimes difficult questions on behalf of residents, in order to obtain that reassurance and to help restore trust and confidence.

I will now be studying the recommendations of the Casey Review to understand how they may be applicable to us here in Warwickshire. Only by answering the legitimate questions that arise from such a damning assessment of behaviours can policing demonstrate that it really does have officers and staff of the highest calibre and that arrangements to protect the public from those who seek to subvert the system are robust and effective.”

I hope that the action that I am taking provides reassurance to Warwickshire’s communities that these important matters, which cause so much damage to public confidence in the legitimacy of the police service, are being appropriately addressed with the urgency and vigour that they deserve.

2. Office of the Police and Crime Commissioner

This year has been a time of consolidation following the fundamental changes to the Office of the Police and Crime Commissioner’s (OPCC) organisational structure that took place in 2021/22. The changes better support both me and the Deputy PCC in our respective roles and responsibilities and help deliver the goals of the Police and Crime Plan more effectively and efficiently.

The management team enhances capability and resilience. The four teams in the office have improved accountability and efficiency and each have their own clear responsibilities and objectives: -

OFFICIAL

1. Business Services and Assurance
2. Policy and Partnerships
3. Finance and Commissioning
4. Communications and Engagement.

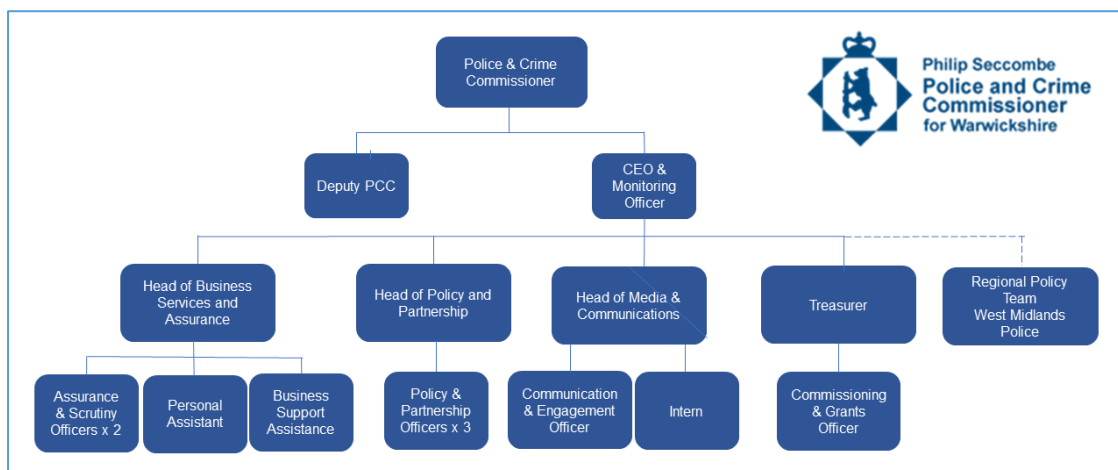


Figure 1: OPCC structure chart

There have been some departures of staff to face new challenges, and I sincerely thank them for their contributions. I have also been pleased to welcome their successors and value the fresh perspectives and experience that they bring.

There will be further recruitment to the OPCC in 2023/24 with the addition of an Intern to support Public Affairs. This will be a first for my office and an exciting development opportunity for the successful candidate.

3. Police and Crime Plan

My second term of office came with the statutory responsibility of preparing a new Police and Crime Plan for 2021-2025, ensuring that Warwickshire Police and other partners including those with responsibilities for community safety focus on the issues which are of greatest concern to the county's communities. The Plan can be viewed in full at: <https://www.warwickshire-pcc.gov.uk/police-and-crime-plan/>

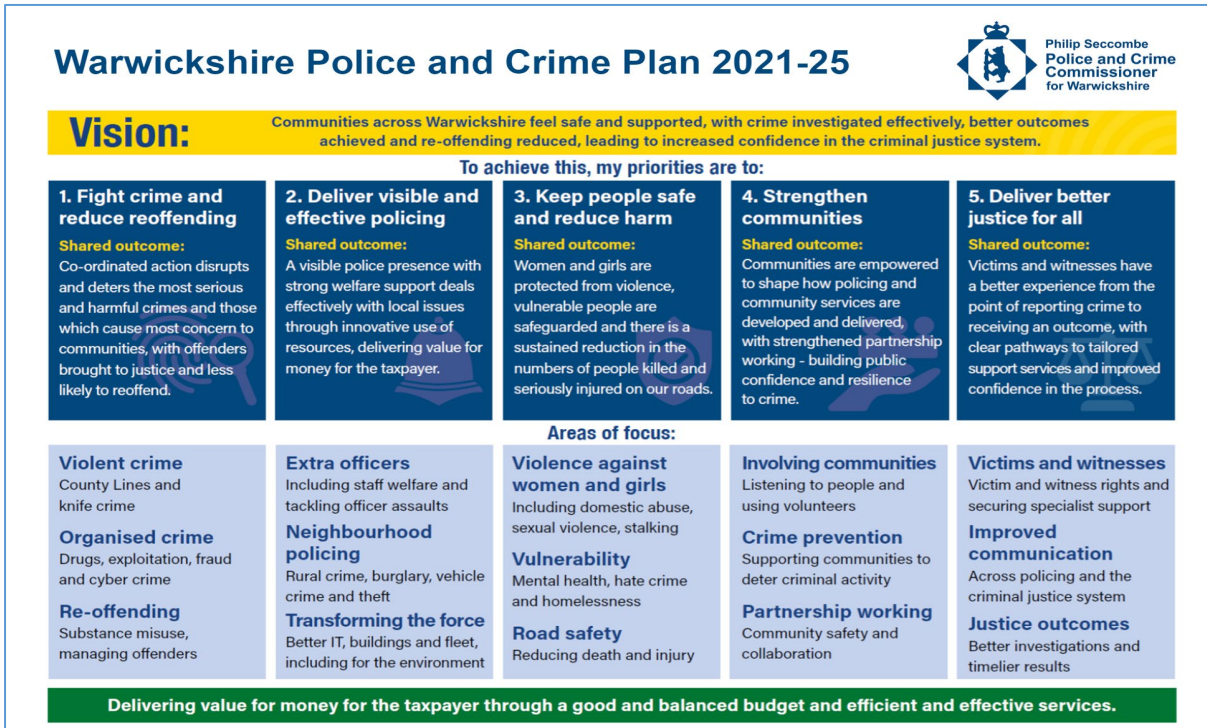


Figure 2: Police and Crime Plan 2021-2025 - Plan on a Page

This was the second year of delivering on its ambitions and a summary of the activities undertaken in support of the objectives of its priorities and focus areas are as follows: -

Priority 1: Fight crime and reduce offending

Focus area: Violent crime

Serious Violence Duty

On 16 December 2022, the Home Office released the awaited statutory guidance in relation to the new Serious Violence Duty, which came into effect on the same day. This duty, which applies to a range of specified authorities in Warwickshire, requires them to work together to prevent and reduce serious violence and the causes of that violence, and to prepare and implement a strategy to do so.

Whilst neither I nor my office are a specified authority and so are not a ‘duty holder’, it is necessary that as the ‘local policing body’ I work closely to oversee and support local implementation of the requirements. In advance of the arrival of the new duty my office worked closely with local duty holders, in particular Warwickshire County Council (WCC), to put the necessary governance and delivery arrangements in place to ensure the success of the initiative.

Due to the work of partners in Warwickshire that has been led by WCC and actively supported by my office, we are in a strong place locally in relation to these Duty requirements. For example, the county already has in place a ‘Serious Violence Prevention Strategy’ and work is underway to finalise the delivery plan.

OFFICIAL

In addition, my office has also secured funding from the Home Office to support implementation of the new Duty in Warwickshire and is working closely with local duty holders to ensure this funding is appropriately and effectively targeted.

Focus area: Serious Organised Crime

SOCJAG

The county's Serious Organised Crime Joint Action Group (SOCJAG) is a long-established partnership that has been supported by my office since its inception. Given some of the strong connections between SOC and Serious Violence, the group has been occupied over the year in developing the county's Serious Violence Prevention Strategy.

Now that this strategy is in place, and statutory guidance for the new Serious Violence Duty has been published and the requirements more clearly understood, it is now time to reflect on the role of SOCJAG in the county, and how better to provide strategic partnership governance and oversight to both SOC and Serious Violence Prevention. My office has therefore recently convened a strategic meeting of relevant partners in the county to discuss options for future development and oversight of SOC in Warwickshire.

County-lines

Of particular concern to Warwickshire's communities is the menace and misery caused through county-lines criminality, particularly given the associated two murders that were committed in the south county in recent years.

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

County-lines activity predominately originates in metropolitan areas and its effects imported into rural counties. Warwickshire Police therefore continues to commit its officers and resources, along with those of the Regional Organised Crime Unit (ROCU) and the National Crime Agency (NCA), to tackling this pernicious form of criminality that damages society and exploits the vulnerable.

It is therefore of note that in that in October 2022 the force participated in a national County-lines Intensification Week. This activity resulted in the following results: -

- Twenty-three arrests.
- Five vulnerable people safeguarded.
- Knives and two imitation firearms seized.
- Eight warrants executed across the county.
- Seizure of drugs with a street value of £167k.
- Three missing people found and referred for safeguarding.

Warwickshire Police's continuing activity and success in disrupting and dismantling county-lines and Organised Crime Groups (OCG) is closely monitored through

OFFICIAL

performance data provided by the force and the ROCU, this information enables me to effectively 'hold to account' the chief constable for the force's performance.

Modern Slavery and Human Trafficking

Modern Slavery and Human Trafficking (MSHT) is 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 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, I am introducing 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.

Cyber-crime

Cyber-crime 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. Victim Support currently receive from Action Fraud approximately 250 victim referrals per quarter. Therefore, improving the connections between Victim Support, Action Fraud, and the Warwickshire Police Economic Crime Unit have been reviewed to ensure that the most vulnerable victims are being properly supported.

Focus area: Reducing reoffending

Substance misuse

My office has been working with our partners 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 Senior Responsible Officer (SRO) for the CDP. My office is working closely with Warwickshire County Council to support and further develop the partnership. The DASP has produced 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.

In relation to the issue of re-offending and substance misuse, 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

OFFICIAL

Warwickshire and occurs in police custody when a person is detained for certain 'trigger' offence, or on a senior officer's authority. The 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 have commissioned, to receive treatment rather than go to court. If the person fails to engage with the programme, then they can be arrested. My office has worked closely with Warwickshire Police and CGL to establish appropriate pathways through which to channel the additional funding.

Reducing Reoffending Board

My office is a regular contributor to the RBB and is also an active member of the county's Community Safety Performance Challenge Group. Through this construct we have engaged in discussions with partners and have identified that there have been some issues with partners fully engaging in the work of the RRB. One of the key aspects is the drive to ensure that 'prevention and diversion' is at the heart of all community safety and crime reduction approaches in the county. As such, the historical work of the RRB, and the associated statutory requirements on partners, is now being delivered across a range of other existing forums. Consequently, the necessity for a dedicated RRB will now be discussed and a way forward agreed.

Warwickshire Domestic Abuse Perpetrator Programme

In August 2021, I collaborated with the Home Office in the funding of a new Warwickshire Domestic Abuse Perpetrator Programme (W-DAPP). During 2022/23, W-DAPP delivered 747 individual sessions and 30 group sessions to perpetrators of Domestic Abuse, seeking to prevent and divert them from their abusive behaviour.

W-DAPP also offers a 'wrap-around' provision of support to the connected victim-survivors of domestic abuse, and during 2022/23 has also delivered 548 individual and 62 group sessions to the victim-survivors.

On 31 March 2023, the current funding for W-DAPP is ending, but my office has been successful in securing a further £600,000 of Home Office funding over the next two years, which with my offer of match funding will continue to provide support to perpetrators and victims of these terrible crimes.

Priority 2: Deliver visible and effective policing

Focus area: Extra police officers

A key pledge of my Police and Crime Plan 2021-2025 is to have more police officers in Warwickshire, as part of my wider plans to deliver visible and effective policing. My ambition was to achieve a head count of 1,100 officers by year-end 2022/23.

I am therefore extremely pleased to be able to confirm that this figure has not only been met but has been exceeded, as at the end of March 2023 Warwickshire Police had 1113 officers in force. This means the county now has the largest number of officers in its more-than-160-year history, restoring numbers back to and then well above pre-austerity figures.

Since 2016, the numbers of police officers in Warwickshire have grown from around 800, thanks to a combination of increases in the local Council Tax Police Precept

OFFICIAL

and funding from the Government's Police Uplift Programme. The force will now continue its recruitment programme to maintain numbers at or above 1,100.

This has been a huge achievement and is among the largest – if not the largest – percentage increases in officer numbers seen by any force in England and Wales.



Figure 3: Some of the new police officers recruited in 2022/23

Around 45% of the officers who have joined in the past 12-months are women, and just over 10% of all officers who have joined during this period identify as black, Asian, or mixed race. It is reassuring to see that the new officers to the force have a variety of backgrounds, cultures, and in some cases previous professional experience, as Warwickshire Police continue to build a diverse workforce that reflects the communities it serves.

As the new officers move through their training programme, the force will be able to ensure additional capacity within specialist teams; these include domestic abuse, rape, child abuse, trafficking, and exploitation teams, thereby enabling a better position to investigate complex incidents and crimes.

Together with the new Empower operational policing model the force is putting in place across the county in the coming months, the additional officers will also help to make a noticeable difference to police visibility. This is a key issue for many residents.

Focus area: Neighbourhood policing

Safer Neighbourhood Teams

In return for increased officer numbers and providing strong support for the welfare of the police workforce, the public expects to receive a high standard of services. Our communities want to see their local Safer Neighbourhood Teams (SNT) stabilised and with more Police Community Support Officers (PCSO) to tackle

OFFICIAL

persistent issues and increase police visibility and public confidence. Now that the target for police officer numbers has been reached, the force's recruitment activity in 2023/24 will be re-directed to the recruitment of PCSOs; alongside increasing the number of Special Constables who make a vital contribution to visible front-line policing. I will be doing all I can to support the force in achieving these aims in the coming months.

An example of the excellent work that the county's SNT's are engaged in to tackle persistent issues through a problem-solving approach can be found in 'Operation Redhill', which was undertaken in late 2022 by the Nuneaton SNT. It was conducted in Nuneaton town centre with the intention of cracking down on a small number of persistent offenders who were responsible for most of the shoplifting offences in the town, consequently undermining public confidence and affecting businesses. The operation involved SNT officers working covertly in plain clothes alongside uniform colleagues, resulting in 15 arrests and the remand of the most prolific offenders. The operation has subsequently been praised by the City of London's policing commander in his position as the national lead for business crime, who said it was an operation that 'set the standard' – an endorsement that I'm fully in agreement with.

Rural crime

I am committed to provide effective policing in our rural communities, who sometimes feel isolated, vulnerable and at risk. I therefore welcome the recent launch of a new 'Wildlife and Rural Crime Strategy 2022-25' by the National Police Chief's Council (NPCC), which reflects that wildlife and rural crime often equates to serious and organised acquisitive crime, committed by organised crime groups.

Warwickshire Police's Rural Crime Team (RCT) leads the force's response to rural crime and its focus is to address criminality in respect of machinery theft, fuel theft, livestock offences, fly-tipping, and heritage crime. All these areas present significant challenges to law enforcement. Whilst there is strong alignment between the NPCC national strategy and the current Warwickshire strategy, my office is working with the RCT on refreshing the local strategy to ensure that it is entirely cohesive.

Operationally, the RCT continue to deliver impressive results. Notably, in March 2023 the RCT deployed with West Mercia Police on a cross-border operation recovering over £150k of plant and machinery from a rural residential site. It is reassuring that this team has been 'future proofed' in the force's Empower change model, thereby reflecting the priorities of my Police and Crime Plan.

OFFICIAL



Figure 4: The Rural Crime Team recovered £150k of stolen plant equipment.

Focus area: Transforming Warwickshire Police

Warwickshire Police are presently embarking on significant change programme called Empower, to which there are three separate strategic strands: -

Empower People

This has been initiated to create a new operating policing model for the force. Some aspects of the programme have already been enacted during a transition period in preparation for full implementation of the new model on Monday 24 April 2023. The model incorporates the following fundamental changes and additions to the operational delivery of the force's services to the county's communities: -

1. Local Policing Areas

This transition has included the establishment of three geographical policing areas for the county, namely North, South, Eastern. Each of these policing areas is now under the command of a Chief Inspector, supported by a team of Inspectors overseeing a range of Local Policing teams. It is intended that this localised responsibility and accountability will help drive improvements in performance and provide a better model for effective engagement with local communities and elected representatives.

2. Patrol Investigations Units

Whilst more serious crimes are investigated by CID or specialist teams, most crimes were previously investigated by the force's Patrol teams. When

OFFICIAL

incident response demand is high, compounded by restrictive hours due to shift-work, it can leave little time for these officers to progress existing investigations. Under the new model there will be newly created Patrol Investigations Units to improve the effectiveness and efficiency for crime investigations that do not meet the threshold for CID involvement. The new teams will increase the overall number of offences that the force detects and improve satisfaction rates amongst victims of crime.

3. Resolution Centres

Each local policing area will have a Resolution Centre, providing front-counter services, recording and investigating certain less serious crimes. These new teams will allow the force to provide a more consistent, extended, and better service to the public at the police station front-counters in Nuneaton, Leamington, Rugby and Stratford.

4. Domestic Abuse & RASSO Teams

Recognising the very specific skills required to investigate high risk domestic abuse and rape and serious sexual offences (RASSO), the force will create new dedicated teams of specialist detectives. The teams will deliver first class investigations and ensure ongoing support to victims. The force is working hard to increase the overall number of detectives within the organisation, this will take time due to the training requirements. Plans are however in place to significantly increase the numbers of detectives throughout 2023.

5. Trafficking and Exploitation Teams

As detective numbers increase, the force will bring online a new Trafficking and Exploitation team. Human trafficking of both adults and children is becoming an increasing concern for police forces, and the new teams will ensure the force is well placed to investigate offences, safeguard victims, and ensure offenders are brought to justice.

6. Offender Management capability

The force will strengthen its approach to offender management, through its Offender Management Unit alongside investing in an uplift in officers within the Registered Sex Offender Manager Unit (RSOMU).

7. Road Safety Unit

The force is investing in state-of-the-art technology to improve road safety, such as new mobile camera capabilities, additional road safety schemes, resources and new processes to enhance road safety and make Warwickshire's roads safer for all.

8. Cyber and Digital

Increasingly, investigations require analysis and investigation of digital media devices. The force will double the number of Digital Media Investigators, supporting the overall drive to deliver better and quicker investigations. A new Cyber Prevent role is also being created.

9. Online Child Sexual Exploitation Team (OCSET)

The number of investigations into online child sexual exploitation continues to increase, and the existing team is no longer big enough. The OCSET sees a significant uplift in investigative resources to ensure offenders are brought to justice and children continue to be protected.

OFFICIAL

10. Intelligence

A new and enhanced Intelligence Hub is created to provide better support to operational policing. The intelligence teams will be able to provide front line officers and investigators with access to live time intelligence.

11. Prevention Hub

Finally, but by no means least given the importance of reducing the number of victims, a new Prevention Hub will be created with a focus on preventing crime before it happens. The new Hub will contain a range of skilled practitioners including Crime Prevention Officers, Design out Crime officers, a Youth Engagement team, and Civil Orders officers.

Empower Place

In line with Warwickshire Police's 'Fit for the Future' strategy. The force's Estates Strategy is being delivered under the Empower - Place change programme and has the following priorities: -

- Developing an estate that reflects modern day policing requirements.
- A growing workforce that is inclusive and representative of the communities that the force work within, with the right skills and equipment for the job.
- A commitment to a greener force which positively contributes to a sustainable environment.
- Delivering a good and balanced budget.

The strategic intentions of the programme are : -

- To update the estate in line with policing requirements into the future
- To maximise utilisation of our freehold estate by embracing new technologies and supporting agile working.
- To improve working conditions and the appearance of the estate, with a particular focus on safety and wellbeing, in line with staff and public expectations.
- To adapt the estate to ensure that it is fit for a sustainable future.
- To align the physical security provisions to modern information assurance requirements and physical threat profiles.

This change programme continues to be scrutinised and monitored by the OPCC through representation at the force's 'Infrastructure Steering Board'.

Empower Technology

This programme concerns the force's recent and significant investment in technology to maximise its potential and ensure that the efficiencies are realised. Some of the benefits already realised are summarised as follows: -

1. Improving demand management

Updated systems and applications used in the Operations Communication Centre at Stuart Ross House to improve the speed and reliability of response to emergency calls – for example a new digital ring-fencing process has been introduced that prioritises the 999-call answering, plus What3Words has been integrated with the force's systems to assist in identifying where a caller is located, as well as numerous improvements to the technical resilience.

OFFICIAL

2. Making it easier to connect

To make it quicker for people to use mobile phones and access web content, 5G is now enabled on all force-issued mobile phones – meaning faster downloads, quicker uploads, more people connected at the same time and fewer delays. In addition, wi-fi networks have been improved to make it easier to use mobile phones.

3. Cost Savings

- i. With the now widespread use of MS Teams, the force is saving approximately £278k annually on the cost of BT conference calls and associated software and hardware contracts.
- ii. The Digital Services Team has completed decommissioning kit, so that several tons of equipment have been removed and reduced the associated power consumption and maintenance costs.

4. Technical solutions for operational processes

- i. To improve the quality of investigations, LongArm has been launched - secure internet investigation software to research, capture and present internet-based evidence that is compliant with legislation and preserves the evidential chain.
- ii. To improve how suspects are identified, the force has introduced a new cloud-based application called PROMAPS, which is a more secure and efficient way of managing video identification parades.
- iii. Working with the Home Office and Fujitsu, the force is making good progress on our Law Enforcement Community Network (LECN) connection, successfully reaching the third milestone of implementation.

This exciting and innovative change programme continues to be scrutinised and monitored by the OPCC through representation at the force's Change Board.

Priority 3: Keep people safe and reduce harm.

Focus area: Violence Against Women and Girls

My office has worked closely with Warwickshire County Council (WCC) and other partners in producing an updated 'Violence Against Women and Girls (VAWG) Strategy' for the county. This follows the conclusions of a Warwickshire VAWG 'Call for Evidence' and is a timely piece of important work. This work has now reached conclusion, with a definitive version of the new VAWG strategy ready to publish. Work continues with the associated Delivery Plan. The strategy is closely aligned with the county's 'Serious Violence Prevention Strategy' and with my Police and Crime Plan, with my office actively involved in supporting this work and in making its own commitments to this critical area of concern.

My office has also sought increased involvement in the work of Domestic Homicide Reviews (DHR) and is now a contributor to the Warwickshire DHR subgroup of the VAWG Board. This is because of my desire to have greater oversight on how the learning from DHRs is being spread around the county.

OFFICIAL**Focus area: Vulnerability****Hate Crime**

The pernicious presence of hate crime continues to traumatise and victimise people in Warwickshire. The protected characteristics of race, disability, and gender status continue to be the targets for hateful behaviour. The OPCC is therefore an active member of the Warwickshire Hate Crime Partnership and is presently contributing to a review of the partnership's strategy and action plan.

My office is also working in partnership with Warwickshire County Council and the Equality and Inclusion Partnership to organise the next Safer Warwickshire Partnership Board 'Big Conversation' event. It is scheduled to take place on 14 June 2023 and by enabling partners to collaborate it seeks to address the hate crime and discrimination that is faced by Warwickshire's communities.

Homelessness

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 association between vulnerability and offending with homelessness:

"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.

Gambling

My Police and Crime Plan articulates that there needs to be a greater focus and understanding of the role gambling plays in driving people to criminality. The Plan makes a specific commitment to reducing problem-gambling and gambling addiction in Warwickshire - due to its links it has with vulnerability, offending and substance misuse - by providing better awareness of the issues and better support for those who need it.

In progressing this area of work, the specifications for the new commissioned victim services include a requirement that the successful provider ensures its frontline staff receive training in Gambling Harm Awareness. This is designed to ensure that hidden harms are holistically recognised by all services. Where problem-gambling is identified, the service provider will be expected to refer the service user into appropriate gambling support services.

OFFICIAL

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

Modern Slavery and Human Trafficking

The recently completed Warwickshire Victims of Crime Needs Assessment led by my office has comprehensively informed the recent commissioning of victim services that I fund. It was clear from the assessment that more must be done to support victims of Modern Slavery and Human Trafficking (MSHT) in Warwickshire, many of whom are vulnerable and exploited by organised crime groups.

Following this research, my office has designed and commissioned the 'Independent Modern Slavery Advocate Service' (IMSA). The innovative IMSA role was inspired by the progressive work of several MSHT support organisations across England and Wales. The West Midlands Anti-Slavery Network were the successful tender for the IMSA service and will work closely with all agencies engaged in the challenge of addressing MSHT in Warwickshire.

Most importantly, the IMSA will work with Warwickshire Police to develop a better understanding of the pernicious nature of MSHT, providing appropriate support to its victims, and ensuring the county continues to strengthen its performance in this complex and challenging landscape.

The provision of the IMSA role will also strengthen the work of the multi-agency Warwickshire Modern Slavery Steering Group Steering Group, at which my office is represented.

Focus area: Road Safety

Warwickshire Road Safety Partnership

As Chair, of the Warwickshire Road Safety Partnership (WRSP), my aim is to improve road safety throughout the county. The Partnership has adopted a formal road safety strategy, at the core of which is the aim of reducing by 50% the number of death and serious injury (KSI) incidents on our roads by the year 2030. My 2025 priority is in keeping with an incremental approach to the 2030 target. The challenge that lies ahead in achieving this target should not be underestimated.

My office now chairs the Operations Board of the WRSP, helping to ensure that casualty reduction targets are met. To assist with this activity, I have invested a further £10,000 in Community Speed Watch to help schemes start-up in Warwickshire.

OFFICIAL



Figure 5: The Commissioner at a Warwickshire Road Safety Partnership engagement event

Warwickshire Police

As a result of discussions with the chief constable regarding the effectiveness and efficiency of the force's Road Safety and Camera Enforcement Unit (CEU), the force has responded by instigating a modernisation programme of the CEU. This project is progressing well through the reorganisation of its staffing and modernisation of its systems and processes. Many more speeding motorists detected by fixed and mobile camera assets can now be dealt with, principally through an educational course option as opposed to points and fines enforcement. I will continue to scrutinise this important work that helps in making Warwickshire roads safer.

Victims Needs Assessment

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.

OFFICIAL

Community Speed Watch

I continue to be a passionate supporter of Community Speed Watch, which enables communities to help themselves. There are now nearly 70 groups around the County with over 600 volunteers helping to make Warwickshire roads safety by deterring excess speed.



Figure 6: Joining police and volunteers at the launch of a new Community Speed Watch scheme in Milverton. Picture by Guy Wilson

World Day of Remembrance

Sunday 20 November 2022 marked the World Day of Remembrance for Road Traffic Victims. In recognition of the day, the Warwickshire Road Safety Partnership organised an uplifting service at St Mary's Church in Warwick, to remember the lives lost and injured on our county's roads. The well-attended event was the first in-person service we had been able to organise since the pandemic and it is believed to be the first held in the county.

Priority 4: Strengthen communities.

Focus area: Involving communities

Local Authorities

My office has contributed both to the independent review of Rugby Community Safety Partnership (CSP) and to the Home Office review of CSP's and the role of the PCC. My office also continues to work closely with the Warwickshire County Council Community Safety Team to develop and mature the community safety collaboration

OFFICIAL

between our two organisations, which has included work on Serious Violence Prevention, Safer Streets and Crime Prevention.

Volunteer schemes

I operate two volunteer schemes to assist with the activities and scrutiny of Warwickshire's two custody facilities at the Justice Centres at Nuneaton and Leamington Spa. These volunteers have continued to offer significant assistance and I am very grateful to every member who has played a role in improving the criminal justice system.

Independent Custody Visitors

The Independent Custody Visitor (ICV) Scheme, which I am mandated to host and govern by the Home Office, continues to operate in Warwickshire. The North and South ICV Panels meet regularly and yearly events support county wide learning and new initiatives, participating in productive conversations about ways to improve and strengthen the scheme and the ICVs' activities in Custody.

Appropriate Adults

In addition to the longstanding ICV scheme, I now also host a volunteer Appropriate Adult scheme. This enables Warwickshire Police to provide best-practice provision for vulnerable adults in custody, where the dedicated volunteers provide an invaluable support service.

The significant advantages of this scheme are realised by the detainees, Warwickshire Police, and my office. The vulnerable detainees have the benefit of being supported by a 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 attend within a short space of time and at little cost. My office consequently has the benefit of additional first-hand insights into the treatment and welfare of detainees in the care of Warwickshire Police, information with which to effectively 'hold to account' the chief constable.

This scheme was the winner of last year's Lord Ferrers Award in the OPCC team category, where a panel of judges select a winner and runner-up from each category on the basis that they meet the following criteria:

- A high-quality piece of work: The nomination demonstrates effectiveness, creativity, well planned work and that the person or team nominated played a leading role in its design, implementation, or delivery.
- A measurable impact: The nomination demonstrates how the person or team have achieved and sustained a measurable impact for the benefit of policing or communities.
- Inspiring contribution: The nomination demonstrates a positive and inspiring contribution to others within policing.

On 13 October 2022, the award ceremony was held in London and Emma Daniell attended to accept the award on behalf of my office and the volunteers. I am incredibly pleased that this exemplary work has been formally recognised.

OFFICIAL**Focus area: Crime prevention**

Of course, prevention of crime is not the sole responsibility of the police and as such my office are actively working with the police, statutory agencies, and third sector organisations to ensure that prevention and diversion is a central tenet of their operations.

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 CSP's and I await the review's conclusions and recommendations with a keen interest.

My office has reviewed and renewed its ongoing successful collaboration with Warwickshire County Council's Community Safety Team to ensure that the focus of activity conducted over the next few years supports shared priorities in my Police and Crime Plan 2021-2025, and in the County's Community Safety Agreement. This collaboration with our local authorities has also resulted in securing of additional funding from central Government to support crime prevention and community safety initiatives, with an additional £354,000 of funding received from the Home Office under the 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.

My policy officer for these matters attends Warwickshire Police's 'Proactive Policing and Prevention Steering Group'. It is quite clear that the force is committed to the prevention of crime as a 'golden thread' to its policing activities, where effective offender management and early problem solving are critical to avoiding chronic repeat offending and recurring crime patterns. The successful evolution of the force's 'Harm Hub' to the 'Prevention Hub' under the Empower change programme is critical to delivering on this ambition. Of note, is that the general victim services that I commission with Victim Support are co-located and tightly integrated at the Hub.

Focus area: Partnership working**Gypsy, Roma, Traveller**

Gypsy, Roma, Traveller (GRT) issues continue to be a sensitive and complex area, so I am pleased to report that my office, in collaboration with the Warwickshire Police's GRT lead, has now completed a refresh of the Unauthorised Encampment County Protocol and the document has been circulated and adopted by all partners. I will be holding an event later in the year to further promote the Protocol and to review the most recent legislative changes on civil and criminal trespass to promote the need for effective partnership working.

There have been also some positive developments at the Woodside traveller site, Oxford Road, near Ryton on Dunsmore, where there have historically been some tensions. Following representations by my Deputy PCC to Rugby Borough Council, improvements have been put in place and several joint operations conducted to engage with those involved in criminality.

OFFICIAL

The GRT History Month falls in June 2023, and with a view to further developing positive relationships with the GRT communities of Warwickshire, I am presently exploring opportunities to engage with the young members of these communities.

Anti-Social Behaviour case reviews

Occasionally, my office receives correspondence in relation to Anti-Social Behaviour (ASB) in Warwickshire and seeks to assist individuals to articulate their concerns with relevant operational partners, such as Warwickshire Police and the county's local authorities. One option available for individuals is to request an ASB Case Review, formally known under statutory guidance as a 'Community Trigger'. This is a mechanism for effected individuals to escalate their concerns. Where such a request is refused, or the outcome of a review remains personally unsatisfactory, I may be called upon to consider an appeal.

Requests for an ASB Case Review appear to be on the rise in the county, where I have recently received two appeals in short succession. My office has therefore consulted with our community safety partners and have agreed to convene a meeting to discuss this subject and the county's approach to ASB and Case Reviews to ensure that the approach is current and reflects recent guidelines.

The Big Conversation

In October 2022, the Safer Warwickshire Partnership Board 'Big Conversation' conference was held at the British Motor Museum at Gaydon. My OPCC Engagement and Communications Officer worked alongside County Council colleagues to organise the event and bring it to a reality.



Figure 7: The 'Big Conversation' Conference

The focus of the conference was on violence prevention, and the day enabled partner agencies to come together to collectively consider the challenges and the activity needed to address the issue through a coherent public health approach. At

OFFICIAL

the conference I gave an address, in which I outlined my support for this approach, and it was of great interest to hear from others across the country who work in this arena.

Priority 5: Deliver better justice for all.

A key priority of my Police and Crime Plan 2021-2025 is to '**deliver better justice for all**'. I am therefore pleased to have recently appointed Dr Grace Boughton as my new Criminal Justice lead working within my Policy and Partnership Team of the OPCC. This role subsumes the responsibilities of the former 'Local Criminal Justice Board' (LCJB) manager and so is a vital role in assisting both myself as chair of the LCJB, and more widely the criminal justice partners, in seeking improvements for victims and witnesses, and progressing the delivery of local criminal justice services.

Focus area: Victims and witnesses

Victim Support continue to be the main support service for victims of crime in Warwickshire. 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. Dealing with approximately 2,000 referrals per quarter their standard of service delivery is consistently strong and victim satisfaction rates with the service received is consistently high.

It was also very pleasing to receive excellent feedback during the year from Ministry of Justice officials who visited the Warwickshire Justice Centre at Leamington Spa. The standard of service and care to vulnerable and intimidated witness within the dedicated suite was seen as outstanding and best practice.

My office continues to chair the county's Victim & Witness Forum. Through this arrangement it has given voice to concerns from victims and survivors about the Domestic Abuse Court and the criminal justice response to serious sexual offences. These issues have been escalated to the county's LCJB for consideration.

I am concerned about the impact the current court situation continues to have on victims in Warwickshire, and on the delivery of effective justice in a sensible timeframe for perpetrators. Locally, pressures continue in the court system with back logs and limited capacity to reduce back logs. This is reflected in the fact that the force's Witness Care Unit currently have a substantial number of victims and witnesses in the system awaiting court outcomes. It will take some time to return to a pre-pandemic 'normality', but I am committed to leading our criminal justice partners to ensure we are applying our best efforts.

Finally, I am cognisant that the Government has now introduced the Victims and Prisoners Bill into Parliament, with the intention of progressing it to statutory legislation. There has been much consultation and provision of evidence with the Government on this topic and I have been actively involved in that process. I very much welcome the arrival of the new statute as it demonstrates a strong will from all quarters to do more for victims and witnesses.

OFFICIAL**Focus area: Improved communication**

As the Chair of Warwickshire's LCJB I can confidently report that the Board continues to be well attended and functional. Nevertheless, in Warwickshire we always seek to improve where possible, therefore the LCJB will undergo a refresh directed by my new Criminal Justice lead and recently received LCJB revised national guidance.

As the Chair of the LCJB, I have encouraged a closer look at Warwickshire's Domestic Violence Courts following concerns raised by some partners about its present location in Coventry and its operating practices. As a result, many of the concerns raised have been resolved, with more appropriate listing practices taking place and improved police and HMCTS communication. The response has been positive, but the LCJB will continue to monitor the situation to ensure that appropriate provision is in place for the victims of domestic abuse.

Focus area: Justice outcomes

When understanding the current, post-pandemic Criminal Justice landscape, it is evident that my team and I must continue to prioritise working in partnership with all key agencies to ensure that the Criminal Justice System (CJS) operates as smoothly as possible for Warwickshire residents who may transcend through the CJS either as victims - survivors, witnesses, or perpetrators. With my support Warwickshire Police are engaged in Operation Safeguard, which involves using cells at its police stations to temporarily accommodate prisoners to ease the pressure on the limited capacity of the H.M. Prison Service.

Significant work has been undertaken during the year to improve the awareness and uptake of Restorative Justice (RJ), which is provided by Victim Support in addition to their commissioned victim service. My office has consequently worked with the RJ practitioner and with key partners - including the Probation Service and Warwickshire Police - to encourage uptake of training, strengthen the communication of key messages around its use and benefits, and increase the rates of RJ referrals. This has been a very successful piece of work.

Warwickshire Police has launched Project Repair to specifically encourage referrals in cases of burglary, acquisitive crime, and anti-social behaviour. This initiative is to ensure that a broad spectrum of cases can benefit from restorative justice.

My office continues work in supporting Warwickshire Police in its journey to prepare for the new 'Two Tier Out of Court Disposal Framework', which is due to be implemented by the end of 2023. This framework requires significantly different practices in relation to out of court disposals and the provision of appropriate pathways for offenders, with the intention of reducing reoffending and to ensure appropriate justice outcomes.

Operation Soteria

Warwickshire Police are involved in Operation Soteria, a national research and change programme looking to transform the police response to rape and serious sexual offences (RASSO). The programme brings together police forces with

OFFICIAL

academics and policy experts to use new insight to enable police forces to build more effective investigations, to deliver lasting improvements to the experiences of victim-survivors and ensure that our communities can be confident that perpetrators will be brought to justice. Both RASSO and VAWG are critical areas of work for policing, consequently I am taking an active interest in the progress of Operation Soteria, including requesting quarterly updates to be provided at LCJB meetings.

4. Assurance and scrutiny

My principal obligations as a police and crime commissioner include: -

1. To secure that the police force is efficient and effective.
2. To hold the chief constable to account for the exercise of his functions and the functions of the persons under his / her direction and control.
3. To secure the maintenance of the police force, by setting the budget.

The following are some examples of the arrangements that are in place to facilitate these statutory requirements: -

4.1 Police and Crime Plan monitoring

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.

From September 2022, a clear approach to monitoring has commenced, designed to ensure that there is clear evidence of the progression of the Police and Crime Plan objectives (as above).

There are five overarching principles that governed the development of the Performance monitoring 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 monitoring has been developed to demonstrate principles for change. The consistency and transparency will better enable all parts of the system

OFFICIAL

to work together to tackle underperformance and managed by the OPCC via Red, Amber, Green (RAG) status rating.

The following table provides the OPCC assessment at quarter 4 year-end as to the status of the objectives and focuses of the Police and Crime plan 2021-2025, in terms of delivering the stated success measures: -

Overall Rating			
Priority Area	Sub- Focus area		
Fight crime and reduce reoffending	Amber	Violent crime	Amber
		Organised crime	Amber
		Re-offending	Green
Deliver visible and effective policing	Amber	Extra officers	Amber
		Neighbourhood policing	Amber
		Transforming the force	Amber
Keep people safe and reduce harm	Amber	VAWG	Amber
		Vulnerability	Amber
		Road safety	Amber
Strengthen communities	Amber	Involving communities	Amber
		Crime prevention	Amber
		Partnership working	Amber
Deliver better justice for all	Amber	Victims and witnesses	Amber
		Improved Communication	Red
		Justice outcomes	Red

Figure 8: Table of Police and Crime Plan objectives – RAG rated.

4.2 HMICFRS Inspection

On 14 October 2022, HMICFRS published its 2021/22 inspection into Warwickshire Police. The grading assessment were: -

OFFICIAL

Outstanding	Good	Adequate	Requires improvement	Inadequate
		Preventing crime	Investigating crime	
		Treatment of the public	Responding to the public	
		Protecting vulnerable people	Managing offenders	
		Developing a positive workplace		
		Good use of resources		

Figure 9: HMICFRS assessment for Warwickshire Police 2021/22

Whilst I welcomed HMICFRS's inspection and report - as it provides an in-depth assessment of the strengths and weaknesses of Warwickshire Police and provides several recommendations as to areas of improvement for the force - the findings of HMICFRS did not come as a surprise to me as it reflects the analysis my own office undertakes, as well as some of the concerns that the public have raised.

I have held the chief constable to account on these issues and will continue to do so. As a result, I can provide reassurance that the force's Empower change programmes, both planned and already under way, will improve its overall performance. These plans were described by the HMICFRS inspectors as a cause for optimism, but clearly it will be important to understand how effective these changes are once implemented.

I have also ensured that the chief constable has the right resources to deliver an improved service, by growing the workforce through the recruitment of additional police officers and making other investments to support the front line. I was pleased to see this was recognised by the inspectorate, which found that the force makes best use of its finances, with plans that are both ambitious and sustainable. This reflects my determination to deliver value for money for the taxpayer through a good and balanced budget and sound financial planning.

The ingredients for future success are clearly there and while change is never easy, I know that everyone at Warwickshire Police remains deeply committed to further improving the service delivered to the public. Achieving this must be the number one priority and remains fundamental to increasing confidence in policing.

4.3 National Crime & 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 Crime & Policing

OFFICIAL

Measures have been introduced as an element of its Beating Crime Plan. The measures therefore set out the Government's key national priorities on crime: -

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

These measures are monitored on a quarterly basis against a national baseline of June 2019, as selected by the Home Office and are published on the OPCC website, in compliance with the Specified Information Order 2011. They can be found at: www.warwickshire-pcc.gov.uk/key-information/national-policing-and-crime-measures/

4.4 Strategic Policing Requirement

The Strategic Policing Requirement (SPR) sets out those threats which, in the Home Secretary's view, are the biggest to public safety and must be given due regard by Police and Crime Commissioners when issuing or varying Police and Crime Plans. It supports PCCs as well as Chief Constables to plan, prepare and respond to these threats by clearly linking the local response to the national, highlighting the capabilities and partnerships that policing needs to ensure it can fulfil its national responsibilities.

A revised version of the SPR was published in February 2023 which provided strengthened detail around the action required from policing at the local and regional level to the critical national threats. The 2023 SPR sets out seven identified national threats. These are as follows:

- Serious and Organised Crime (SOC)
- Terrorism
- Cyber
- Child Sexual Abuse
- Public Disorder
- Civil Emergencies

These remain from the 2015 version with the addition in 2023 of Violence Against Women and Girls (VAWG), reflecting the threat it presents to public safety and confidence.

Given this annual report is for the year April 2022 to March 2023, I will not respond in detail to the revised SPR due to the timing of its publication. However, I am confident I have given due regard to the six threat areas identified in the previous SPR in my

OFFICIAL

Police and Crime Plan and in my role holding my Chief Constable to account. VAWG, while not previously contained in the SPR, nonetheless is a key issue. As one of the focus areas in my current Police and Crime Plan, it already has a high priority and has been highlighted in this report.

4.5 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 in the county, I have a weekly meeting with the Chief Constable to discuss topical issues and matters of concern. In addition, each month I hold a formal 'Governance and Performance Board' (GPB) with the Chief Constable and senior officers from the force and the OPCC. The schedule of meetings incorporates an in-depth scrutiny of force performance and finance, along with topical issues of interest. At each GPB meeting a 'Focus' topic is selected for additional scrutiny: -

- April 2022: National Crime and Policing Measures
- May 2022: Road Safety
- June 2022: Performance / Health and Wellbeing
- July 2022: Public Engagement and Contact
- August 2022: Neighbourhood Crime
- September 2022: Performance / Serious Organised Crime
- October 2022: Domestic Abuse, and Rape and Serious Sexual Assault
- November 2022: Victims and Witnesses
- December 2022: Performance / Empower-People
- January 2023: Safeguarding children
- February 2023: Offender Management
- March 2023: Performance / Victims Code

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

4.6 Professional standards and police complaints

High standards of behaviour of those working in policing is essential to ensuring that people have trust and confidence in those who serve them. I hold the force to account on their approaches to finding and addressing those who do demonstrate the values of the profession.

Warwickshire Police's Professional Standards Department (PSD) is responsible for the management of complaints against police officers and police staff. The Independent Office for Police Conduct (IOPC) retains this responsibility for more serious and complex investigations.

OFFICIAL

I, and members of my team, meet regularly with senior managers from PSD to scrutinise performance data and raise any issues of concern. In addition, my office is represented at the force's Ethics Board, to explore ethical dilemma, enabling me to have a better understanding of matters of interest.

Since February 2020, I have had responsibility for carrying out the appeals for complaints that have been dealt with by Warwickshire Police. The Independent Office for Police Conduct (IOPC) retains this responsibility for more serious and complex complaints. These are called complaint reviews and enable members of the public dissatisfied with the outcome of the process undertaken by Warwickshire Police to make a representation for it to be reviewed.

Since this legislation came into effect, the OPCC have conducted 111 complaint reviews and have subsequently made recommendations to Warwickshire Police to improve service delivery in 46 of these cases - all recommendations have been accepted by the force, with one exception.

This responsibility to conduct complaint reviews provides me with a good insight as to the issues and themes that result in public complaints and provides me with an avenue to formally remedy a member of the public's continued dissatisfaction with the service provided by the force.

Complaint reviews are a mandatory responsibility, but there are further areas in which I could have a role if I determine this would offer a better service to the public. I continue to keep this under consideration.

5. Governance

5.1 Police and Crime Panel

It is vitally important that my activities as the Police and Crime Commissioner are statutorily reviewed to provide a 'check and balance' to the decisions that I make and the authority that I hold. The Police and Crime Panel principally perform this role, as explained in the Policing Protocol 2011.

An important distinction is that the Panel is not responsible for 'holding to account' either the Chief Constable or Warwickshire Police, its purpose is to function as a 'critical friend' to me by providing both support and challenge to my role as PCC. Over the year the Panel met several times to discharge its important statutory functions.

I would like to take this opportunity to formally express my great appreciation and thanks for to the members of the Panel, both past and present, for the public serving support and challenge that they have provided to me during the past year.

The meeting papers for the Panel can be found at:

<https://democracy.warwickshire.gov.uk/ieListMeetings.aspx?Committeeld=136>

OFFICIAL**5.2 The Joint Annual Governance Statement**

The Joint Annual Governance Statement reflects the established governance framework, and it is published alongside the annual accounts of the PCC. The joint corporate governance framework also sets out how governance operates for both the Chief Constable and the PCC.

5.3 Joint Audit and Standards Committee

A Joint Audit and Standards Committee (JASC) serves to scrutinise both Warwickshire Police and my position as the PCC. The JASC consists of five members, all independently recruited for their professional skills and expertise and meets quarterly and consider matters relating to internal and external audit, corporate governance, monetary management, standards, and ethics risk registers and HMICFRS action plans.

I would like to take this opportunity to formally express my appreciation to the members of the JASC for their rigorous scrutiny that they have provided during the year. The papers for the meeting can be found at: -

<https://www.warwickshire-pcc.gov.uk/key-information/joint-audit-committee/>

5.4 Regional collaboration

At the regional level, the four forces of Warwickshire Police, West Mercia Police, West Midlands Police and Staffordshire Police and their respective PCCs collaborate across several specialist areas of policing, to increase efficiency and effectiveness and to meet their obligations under the Strategic Policing Requirement (SPR).

There are formal collaborations in place across regional organised crime, counter terrorism, police air support, public order training and the delivery of police training to the new recruits. The four forces also work together across several other specialist policing capabilities such as firearms and roads policing, and Warwickshire has a bi-lateral collaboration with West Midlands Police for the provision of forensic services.

Governance of the collaborative activity primarily takes place at the Regional Governance Group made up of the four PCCs and four Chief Constables. The structure enables oversight and collective decision-making in respect of the formal collaborations. It also provides a forum for oversight of national programmes that may have local and regional implications. This activity is facilitated by two Regional Policy Officers, jointly funded by the four PCCs. They provide policy support and scrutiny of the regional collaborations and lead the coordination of regional criminal justice governance arrangements.

5.5 Formal Decisions

A list of my formal decisions made can be found on the OPCC website at: -

<https://www.warwickshire-pcc.gov.uk/your-pcc/decision-making/>

OFFICIAL

6. Engagement

It is hugely important that the public's voice is fully heard by the police and other agencies. As an elected representative of the residents and communities of Warwickshire, I want to ensure all agencies are working together to reduce crime, support victims and make communities safer.

My Communications and Engagement Strategy determines the engagement activities I and my office conduct in support the Police and Crime Plan focus area to Strengthen Communities. In doing so, it outlines several strategic objectives with the intention that all communications or consultation activity would derive from one or more of four strands. These are to: -

- **Inform:** Communities and service users have a clear understanding of the role, priorities, services, activities and achievements of my role.
- **Engage:** Communities have opportunities to engage with me and the wider OPCC to raise issues, highlight the priorities that are important to them and gain feedback on the actions taken 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.

6.1 Engagement activity

Together with Emma Daniell as my Deputy PCC, we are committed to an extensive and expanded programme of engagement and consultation so that we fully understand local policing issues and criminal justice needs. We are supported by the OPCC Engagement Officer to help us reach as many people across Warwickshire as possible.

As well as attending numerous town and parish council meetings during the course of the year, I undertook a programme of direct community engagement. These included a presence with our own OPCC stand at markets in Warwick, Southam and Stratford, as well as an OPCC presence alongside Neighbourhood Watch at the Atherstone Motor Show. My Deputy also joined partners in a Community Safety Surgery organised by the Safer Neighbourhood Team at Whitnash.

Face-to-face engagement opportunities were held in Rugby in association with the Street Pastors, while we spoke to local people at a drop-in surgery organised by The

OFFICIAL

Makery in Nuneaton. I also joined the Warwickshire Police stand at Kenilworth Show and attended several rural crime events.

Over the course of these events we met with well over 3,000 individuals of all ages and backgrounds and all corners of the county.

Among the of the more notable events and engagements over the year included: -

Volunteers' celebration

This event, held jointly with the force, was a celebration of the many volunteers across policing. In particular it recognised the efforts that volunteers continued to make during the pandemic, where they provided their time and energy despite the considerable pressures on everyday life that we all experienced. Volunteers from across the force area attended Leek Wootton and awards were presented to several individuals for their outstanding contribution. Among those recognised were members of the Independent Custody Visitors and the Appropriate Adults, both schemes administered by my office.

Warwickshire Pride

I would like to highlight the attendance of my office at the Warwickshire Pride in August 2022, 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 us the opportunity to talk to festival attendees and explain my role and our work and gain feedback on a wide range of subjects. The event was extremely well-attended, and we engaged with more than 240 individuals across the course of the day.

Force visits

Across the course of the year my Deputy and I have undertaken numerous visits to police stations, force departments and operational policing bases to engage with a wide range of personnel and volunteers. This has including officers on patrol in Coleshill, Nuneaton and from the Greys Mallory policing base near Warwick. My Deputy also visited patrol policing teams during the busy festive period, including the early hours of Christmas Eve.

OFFICIAL



Figure 10: Deputy Commissioner Emma Daniell visited patrol policing teams as they began their shift in the busy festive period on Christmas Eve.

More recently, I visited Stuart Ross House in March to celebrate with staff the one-year anniversary of its opening as the force's new Operations Communications Centre.

6.2 Consultation activity

Gaining feedback from the public and allowing residents to have a say on how policing services are delivered in the county is another critical element of my Consultation and Engagement Strategy. Through the expanded programme of summer and autumn events, I was able to heavily promote the 'Your Police, Your Views' survey, which sought feedback from residents and representatives of the business community on the community safety priorities that matter most across Warwickshire.

I actively promoted the consultation online, through social media and public engagement events. In doing so, my office distributed over 500 leaflets advertising the online survey, as well as more than 100 paper copies of the survey. A series of face-to-face and online engagement sessions gathered further feedback during January 2023.

The aim was to find out what works well and what needs improvement across Warwickshire, as well as understanding the public's attitude to the overall funding of policing in the county. This information was vital to helping me set a budget for policing in 2023/24 that was both responsive to public's feedback and the needs of

OFFICIAL

the force, while still enjoying widespread support for any changes to the police portion of Council Tax.

As part of this process, Emma Daniell and I also took part in a special budget-setting exercise with the Warwickshire Police Cadets. This enabled me to get some further feedback from around 60 young people on the activities that the force should prioritise, alongside further work to understand the sorts of grants that would be beneficial from their perspective.



Figure 11: Warwickshire Police Junior Cadets at the budget setting exercise

Importantly, the results of the survey highlighted areas for improvement which have directly influenced the spending priorities in the years ahead, while still enabling a balanced budget which ensures the force continues to focus on providing value for money.

During the year I also promoted a number of external consultations organised by bodies such as the Association of Police and Crime Commissioners and the Victim's Commissioner, which have helped provide valuable insight into aspects of police performance and experiences within the Criminal Justice System.

7. Commissioned services

In total my office financed over £1.4m of commissioned services in 2022/23 partly funded from Ministry of Justice grants and also from local funding sources. These services include general support services for victims to help them cope and recover in addition to providing other specialist victims services in the high harm areas such as domestic abuse, rape, sexual assault, and drugs and alcohol support, through a variety of outreach services and referral centres.

OFFICIAL

2022/23 has also been a successful year, for securing external funding to finance other project and commissioned work with partners following a series of grant applications by the OPCC in response to government funding opportunities. These awards have helped to fill gaps in the system, increase capacity and better meet local need. My office secured £0.822m of additional funding from the Ministry of Justice for each year of the next three years to further enhance the local provision of sexual violence and domestic abuse services, including the number of advisors to support victims based on an evidence needs-based approach, which is having a significant effect on the number of referrals and also reducing wait times for those receiving much needed support. This is in addition to £0.200m secured from the Home Office and spent in 2022/23 to provide a bespoke domestic abuse perpetrator programme in Warwickshire, to divert perpetrators away from future offending, whilst also offering parallel therapy and counselling support to connected victims.

Whilst the current commissioned services have continued in 2022/23 to support thousands of victims, much work has also been undertaken throughout the year to prepare for the recommissioning of some of these services from April 2023, to ensure that they remain fit for purpose, meet victims needs and support the objectives of my Police and Crime Plan.



Figure 8: Four organisations were successfully awarded the OPCC's commissioned services

The full procurement process to commission the following five victim support services for Warwickshire has now been completed: -

1. Lot 1: General victim support
2. Lot 2: Sexual violence and abuse
3. Lot 3: Child exploitation
4. Lot 4: Modern Slavery and Human Trafficking
5. Lot 5: Restorative Justice

In December 2022, awards were made to the following service providers: -

OFFICIAL

1. Lot 1: Victim Support
2. Lot 2: Safeline
3. Lot 3: Barnardo's
4. Lot 4: West Midlands Anti-Slavery Network
5. Lot 5: Victim Support

This commissioning cycle has extended the services now offered to victims and includes an additional £50,000 for the provision of a specific service to support the victims of Modern Slavery and Human Trafficking (MSHT), and a further £60,000 for a separate and dedicated service to support restorative justice services as part of the criminal justice process.

All of these newly commissioned services will commence on 1 April 2023 for a duration of three-years, with an option to extend for up to a further two-years. Each provider will submit performance reports and attend quarterly performance monitoring meetings with the leads in my office.

Work to jointly recommission the Adult Sexual Assault Referral Centre support service from April 2024 onwards was also commenced in 2022/23 with colleagues in policing regionally, and with NHS England. This work will continue throughout 2023/24, along with other drugs and alcohol support service commissioning to ensure that adequate service provision in each of these areas is in place from April 2024. A new commissioned service is also planned from September 2023 to meet the needs of road victims and their families. I have previously supported the provision of an independent road victims' advocacy service through my annual grants programme, but now recognise the value to commissioning this service over the medium term, and work is well underway and will continue in order to achieve this.

8. Grant Scheme

In 2022/23 I made £0.469m of funding available for small annual grants and funding for our four local Community safety partnership's. This was in addition to a further £0.350m of funding to support and enhance our partnership working arrangements across the county to deal with initiatives including rural, cyber-crime, business crime and prevent work. Further details on all the projects that have received funding in 2022/23 are available on the website

I was delighted to able to host our first in-person Grant Recipients' event since 2019 due to the pandemic. The event was very well attended, and the delegates heard from previous grant recipients on the positive impact that my grants have made to their service users. The event also offered a networking opportunity for the organisations to understand each other's work. It also allowed me to meet with representatives of many of the organisations receiving a grant through my scheme to thank them for the excellent work they conduct across the county.

OFFICIAL



Figure 13: Recipients of the Police and Crime Commissioner's Grants Scheme

On 5 December 2022, my office launched the Commissioner's Grants Scheme for 2023/24 to support the five main objectives of my Police and Crime Plan, with the two overarching themes of 'prevention' and 'diversion'. We received almost 70 grant applications in total against a total budget of £510,000, split across three funding pots - small grants, road safety and community safety partnerships. The comprehensive evaluation and due diligence processes have now been completed and the awards made.

The details of the awards are published on the OPCC website. The grants scheme is specific funding for a twelve-month period and the projects will commence from April 2023 and will cover the period to the end of March 2024. Any further funding is subject to organisations applying in future years.

8.1 Road Safety Grants Scheme

The Road Safety Grants Scheme is aimed to be a holistic mix of behavioural change, and education, to achieve sustainable solutions and interventions that focus on reducing deaths and serious injury. The projects were expected to be innovative and go over and above what is already provided by Warwickshire Police, Fire and Rescue Service, Local Authorities, and the Warwickshire Road Safety Partnership. In 2022/23 I made a budget of £0.250m available to fund such projects, by inviting bids from suitable applicants.

The applicants were able to apply for grants between £1,000 and £10,000 for road safety focussed projects, although where clear evidence of need was identified I considered larger applications of up to £25,000.

OFFICIAL

8.2 Additional funding

Safer Streets 4

Following the success in 2021/22 of securing over £1m of additional funding into Warwickshire from the Ministry of Justice and the Home Office through the submission of various bids, my office also submitted applications to the Home Office for additional funding under the Safer Streets 4 programme - over £350,000 of funding has consequently been awarded to complete various interventions through to September 2023.

The OPCC is the lead partner for the receipt and allocation of the funding, working with partners who will deliver initiatives and projects in various localities across Warwickshire to address Violence Against Women and Girls (VAWG), Anti-social Behaviour (ASB), and prevent neighbourhood crime. This investment has enabled my office and the county's local authorities to: -

- Establish a Safer Streets 4 Steering Group chaired by the Warwickshire County Council Community Safety Manager, with strong engagement from across the partnership.
- Since 21st November 2022, appoint a Safer Street Officer hosted by Warwickshire County Council. This role is proving successful in overseeing the project, establishing effective communications with the relevant partners, and ensuring the project is meeting specific milestones.
- Deliver environmental interventions in Nuneaton, Rugby, Stratford, and Leamington

Serious Violence Duty funding

My office has secured funding from the Home Office to assist the specified authorities in Warwickshire to support the implementation and delivery of the Serious Violence Duty. My office acts in the capacity as 'Grant Holder' on behalf of the Home Office, with local responsibility for ensuring effective allocation and utilisation of the funds. We have therefore been working closely with local Duty Holders, in particular Warwickshire County Council, to put in place the necessary financial, governance and oversight arrangements.

9. Finance

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

9.1 Value for money

Each year our external auditors consider whether the arrangements that I and the chief constable have in place for securing economy, efficiency and effectiveness are adequate. In November 2022, as part of the 2021/22 statutory audit, I am pleased to

OFFICIAL

confirm that they concluded that against their criteria for financial sustainability and improving economy efficiency and effectiveness they identified no significant weaknesses in arrangements identified and no improvement recommendation were made, and they specifically reported that they were satisfied that there are appropriate arrangements in place to understand and manage risks in respect of financial resilience. Against the governance criteria they have identified that there are no significant weaknesses but have recommended that the review of policies needs to be undertaken in a timelier fashion, and work to review these in the force and PCC is ongoing.

The recommissioning of a significant number of high value services due to commence in April 2023, through an open and transparent process is just one example to demonstrate the approach and value for money services supported by the OPCC, and I will continue to ensure that the chief constable delivers value for money in operational policing through the holding to account process.

9.2 Annual budget for 2022/23

In 2022/23 I approved an increase in the precept of 3.85%, which supported a fully costed net budget of £121.438m to deliver the Police and Crime Plan priorities. Over 95% of the annual budget is delegated to the chief constable to deliver operational policing. The 2022/23 revised capital budget also includes separate provision of £10.701m for capital investment in longer life assets including estates, fleet and ICT to further support the effective delivery of policing in Warwickshire.

2022/23 outturn position - revenue

The actual outturn for the 2022/23 revenue budget is £119.738m, which is £1.700m less than the £121.438m net revenue budget. The net budget has been funded by £64.254m from central government grant, £57.134m from precept and a small £0.050m reserve transfer.

This forecast outturn has been closely monitored and reported to my team and I on a regular basis throughout the year. The underspent outturn position has arisen primarily due to underspends on officer, staff and PCSO pay and increased income. The underspend has been allocated to reserves at year-end, and will be used to partially fund future services, notably capital investment thus reducing the need to borrow. The underspend on pay is however temporary, and the achievement of the baseline uplift officer headcount of 1,100 must be sustained after April 2023, to secure future payments of the uplift grant in 2023/24.

The increased income in 2022/23 has arisen from a number of different issues including one-off regional organised crime unit funding, increased incentivised officer uplift funding, increased mutual aid payments for supporting policing in other areas, including Operation London Bridge and the policing of the Commonwealth Games, in addition to income from camera enforcement work and income from continuing high demand for national contractor vetting services. Income is an increasingly important element of our annual budget and risks associated with the national contractor vetting service and other income streams are being monitored closely as part of the monthly reporting and holding to account process.

OFFICIAL**2022/23 outturn position – capital**

The actual outturn for capital in 2022/23 is £9.039m across estates work, ICT projects and fleet replacement. This has been funded primarily through a combination of direct revenue financing, reserves, S106 funding and borrowing. This investment has provided the funding for the commencement of the Empower estate and tech workstreams, and it will help to ensure that our estate and fleet are both compliant and fit for purpose, and that we continue to invest in digital services to maintain the infrastructure that will help to improve our productivity and efficiency and avoid the re-accumulation of 'technical debt', that was addressed in recent years, following our exit from the former alliance arrangements.

Reserves

Reserve levels remain resilient and total £15.013m at 31 March 2023. This is an increase of £0.707m. Reserves provide the main mechanism for managing risk in an increasingly uncertain world, although a proportion will also be used to fund capital and meet other commitments over the medium term in line with our MTFP and reserve strategy, which show reserve levels reducing but being maintained at just above £10m over that period. Although reserves are one-off, they can also provide time to identify more permanent savings, by funding ongoing expenditure on a temporary or one-off basis, or to help manage any known timing fluctuations evident across the medium term in funding and costs.

Statement of Accounts

The 2022/23 Statement of Accounts for the force and OPCC have been produced and published on the 31 May 2023 and the external audit is due to commence in early June 2023. Warwickshire PCC and force were amongst 12% of reported public bodies nationally who achieved the publication deadlines for their 2021/22 audited accounts and finance staff will be working hard to meet the 30 September 2023 audit deadline for the 2022/23 statements.

9.3 Annual budget and Police Precept 2023/24

In preparing the budget for 2023/24, there were several key principles that both the chief constable and I agreed were fundamental to the proposals I was putting forward. They are supported through my Police and Crime Plan and the force's strategic plans and form the backdrop to how we will deliver improvement to Warwickshire Police. We want to see: -

- More police officers and PCSOs to increase public confidence, boost visibility of policing in neighbourhoods and improve the effectiveness of investigations.
- improvements to how the public contact the police, through better customer service, reduced waiting times on 101 and better access within communities, such as at customer resolution centres.
- Improved efficiency, making best possible use of the investments in ICT made in the past few years to reduce bureaucracy and increase productivity.

OFFICIAL

- An enhanced police estate, with buildings that are fit for purpose for the people that use them and retain the geographic footprint around the county, further improvements to vehicles used by the force and a reduced carbon footprint with lower energy use.

That's why I proposed to increase the Precept by 5.3%, considerably below the current rate of inflation. This is equivalent to £14 per year on an average Band D property, or around 27 pence per week. Those in lower Council Tax bands will pay proportionately less and there is considerable help and support for those on lower incomes, including through the Council Tax relief schemes offered by our District and Borough Councils.

On 6 February 2023, a meeting of the Police and Crime Panel was convened to fulfil their statutory function to consider my proposals for the Precept, the Panel voted to support my proposal.

This funding will provide the Chief Constable with the resources to employ an additional 10 Police Officers to be deployed within local policing, thereby boosting visibility and helping address communities' concerns. To improve the customer contact experience and reduce wait times, 15 extra call handlers will be employed, while new customer Resolution Centres with consistent and longer opening times will be available seven days a week at our police stations in Nuneaton, Leamington, Rugby, and Stratford.

Among many other enhancements designed to improve the service to the public, this budget will help to ensure Warwickshire Police continues to operate on a sound and sustainable basis into the future. It is also a key part of my strategy to reduce crime, support victims and make communities safer.

9.4 The Medium-Term Financial Plan (2023/24 to 2027/28)

The medium-term financial plan (MTFP) was fundamentally reviewed as part of the 2023/24 budget setting process. It covers the five-year period to 2027/28 and is based on a number of assumptions and known information regarding all items of expenditure and income. It is an important element of our financial planning and to ensure that we are resilient and sustainable into the future. Approximately 80% of the annual revenue expenditure relates to pay related costs, for officers and staff, and pay inflation continues to be a significant risk in our budget and across the medium term, as does high non-pay inflation, which impacts on the buying power of our budget. This too has created a significant cost pressure in 2023/24 and beyond.

The 2023/24 budget and MTFP shows an increasing reliance on income, which is receivable from a variety of sources, including road safety work and the force upscaling its work as the national lead provider for contractor vetting services, and the risks associated with this are understood and are being monitored. Despite this increase in income the MTFP has identified a £3m gap between core funding and operating expenditure over the medium term, which must be bridged to deliver a balanced budget. The chief constable has committed to delivering £1m of savings from April 2024, which I hope can be achieved from improving productivity and greater efficiency, but I look forward to receiving her options for achieving this in the

OFFICIAL

coming months. My aim remains to deliver a financial strategy and MTFP, which is affordable, sustainable, and resilient, which factors in the risk that the current challenges pose and which in turn supports the delivery of the Police and Crime Plan and effective policing in Warwickshire.

10.Look ahead to 2023/24

I hope that you have enjoyed reading this report, and that it goes some way to demonstrate the breadth and volume of activity I have been involved in. I am always keen to hear from residents and communities and to have an opportunity to listen to the matters that concern people. I commit to using my role to make Warwickshire safer, influencing strategically where I am able.

Looking forward to 2023/2024, I have set a clear direction of travel through the new Police and Crime Plan and have committed to strategic activity, working with partners on shared priorities and holding to account the chief constable for the activity and performance of Warwickshire Police.

I am planning a continued series of engagement and consultation activity across the next 12-months. I am already committed to attending several partnership engagement events which provide a forum for community members to engage with Warwickshire Police regarding concerns about hate incidents. I will continue to work with Equip, the Youth Parliament and other organisations to reach wider and more diverse audiences.

The OPCC will again have a stall at Warwickshire Pride in Leamington Spa and will also be attending the Nuneaton Pride event in the summer. The Kenilworth Show in June will also provide an opportunity to engage with people from across the rural communities of Warwickshire.

I am also planning a range of engagement events across the county, including in Rugby, Coleshill, Atherstone, Nuneaton, Bedworth, Whitnash and Shipston, as well as continuing to speak at town and parish council meetings across the county.

Following the success of the engagement events at town centre markets, my office is again organising stalls in our market towns for the year ahead. I will use each event as an opportunity to gain feedback through my refreshed 'You Police, Your Views' survey.

I look forward to seeing as many of you as I can in the coming months.

Warwickshire Police and Crime Panel

22 June 2023

Warwickshire Joint Audit and Standards Committee Annual Report 2022

Recommendation

That the Police and Crime Panel notes and comments on the Joint Audit and Standards Committee Annual Report 2022.

1. Key Issues

- 1.1 The Joint Audit and Standards Committee (JASC) Annual Report 2022 sets out the work of the Committee for the year ended 31 December 2022, including how the Committee has met its Terms of Reference. The Report has been presented to the Police and Crime Commissioner and Chief Constable.
- 1.2 The JASC was created under the Home Office Financial Code and became operational in October 2019. It comprises five members who are independent of both the Police and Crime Commissioner and Chief Constable. The Chair of JASC, Mr John Anderson, will introduce the Report to the Panel. Within JASC, he is supported by the Deputy Chair, Mr Gavin McArthur, alongside Ms Helen Knee, Mr David Carter, and Mr Andy Heath. A representative of JASC regularly attends Panel meetings as an observer.

2.0 Financial Implications

- 2.1 None for this report.

3.0 Environmental Implications

- 3.1 None for this report.

Appendix

The Joint Audit and Standards Committee Annual Report 2022

	Name	Contact Information
Report Author	John Cole, Senior Democratic Services Officer	johncole@warwickshire.gov.uk Tel: 01926 736118
Assistant Director	Sarah Duxbury, Assistant Director – Governance and Policy	sarahduxbury@warwickshire.gov.uk
Strategic Director	Rob Powell, Strategic Director for Resources	robpowell@warwickshire.gov.uk

**WARWICKSHIRE POLICE AND CRIME COMMISSIONER AND CHIEF CONSTABLE
JOINT AUDIT & STANDARDS COMMITTEE, ANNUAL REPORT 2022**

REPORT BY	Chair of the Joint Audit and Standards Committee (JASC)
SUBJECT	Annual Report 2022
RECOMMENDATION	To approve the report and submit it to the Police and Crime Commissioner (PCC) and Chief Constable (CC)

1. Purpose of report

This report fulfils two purposes:

- a) A review of the Committee's terms of reference; and
- b) An annual report, including Accountability Arrangements, as required by the Terms of Reference.

2. Recommendations

The Committee is recommended to:

- a) Review and comment on the report.
- b) Confirm there are no changes to the JASC Terms of Reference.
- c) Submit the report to the PCC and CC.

3. Introduction

The JASC was created under the Home Office Financial Code and became operational in October 2019. This is the third annual report and covers the work of the committee for the year ended 31 December 2022. It sets out how the JASC has met its Terms of Reference (Appendix A) and is informed by a performance feedback review obtained from meeting attendees (Appendix B) and an annual self-effectiveness review (Appendix C) based on best practice.

The JASC has the following accountability arrangements which are also covered in this report:

- On a timely basis report to the PCC and the Chief Constable with its advice and recommendations in relation to any matters that it considers relevant to governance, risk management and financial management.

- Report to the PCC and the Chief Constable on its findings, conclusions and recommendations concerning the adequacy and effectiveness of their governance, risk management and internal control frameworks; financial reporting arrangements and internal and external audit functions.
- Obtain attendee feedback on its performance during 2022 and undertake a self-assessment review against its terms of reference and objectives on an annual basis and report the results of this review to the PCC and the CC.

4. JASC membership

The JASC is comprised of five members who are independent of both the PCC and CC. John Anderson, the Chair, is supported by Gavin McArthur, the Deputy Chair, and three members: Helen Knee, David Carter, Andy Heath. All appointments to the JASC were made following an open recruitment exercise and all contracts run until March 2026. Ongoing training for all members is delivered as needed on a full range of governance and policing issues and two sessions were held this year in May and October.

5. Terms of Reference

The JASC has established terms of reference derived from recognised best practice, as set out in the Home Office's Financial Management Code of Practice and CIPFA guidance on the effective working of Joint Audit Committees. The JASC is a key component of the Warwickshire PCC's and CC's corporate governance arrangements. It has an oversight role and provides independent advice and recommendations to both the PCC and CC on the adequacy and effectiveness of their Governance, Risk Management and Internal Control frameworks, annual Financial and Governance reporting, Treasury, Capital and Reserves management, Internal and External Audit arrangements, Health and Safety and adherence to appropriate Policies, Standards and Ethics. Thereby helping to ensure efficient and effective assurance arrangements are in place.

To further help ensure full assurance coverage is reviewed by the committee over the course of the year and it can demonstrate this effectively, two internal documents have been produced during this year: an "Assurance Map" and supporting "Subject Matter Leads". The Assurance Map shows across the full range of Governance Areas, the 1st, 2nd and 3rd lines of assurance provided by: Business Operations, day to day; Oversight Functions/Boards, usually weekly/monthly; and, Independent Assurance through agreed audit plans, Internal Audit, External Audit and HMICFRS, and also ISO accreditation. The Governance Areas have then been allocated to committee members as Subject Matter Leads to enable them to gain in depth understanding of their allocated areas and then be able to provide support and challenge to the officer leads in drafting reports and providing assurance.

The JASC is responsible for enhancing public trust and confidence in the governance of the OPCC and CC and ensuring value for money. It also assists the PCC in discharging his statutory responsibilities in holding the CC to account and in the delivery of his Police and Crime Plan (PCP). It does not duplicate or replicate the work of oversight activity within the PCC's office, the CC or the Police and Crime Panel. The committee's work and scope are now well established, and no changes are proposed to the Terms of Reference.

6. Meeting attendance in 2022

The JASC reviewed and updated its Terms of Reference and work programme in March 2022, to ensure the extent of the meeting's agenda items and reports provided it with assurance coverage on the full range of the committee's responsibilities.

The JASC met formally four times and twice informally in May and October for training and additional briefings. This enabled the JASC to adhere to its rolling work programme agreed at its March 2022 meeting and consider both standing agenda items, specific areas of the business and ad hoc issues. Full attendance at all the meetings was achieved by all members with one exception. This was caused by a clash of dates for one member between two PCC/CC audit committee meetings when he was asked to chair the other meeting at short notice. He still provided a list of questions which were asked on his behalf during the meeting.

The Chair met with the PCC, Treasurer and External Auditors, the Deputy Chair with the Head of Internal Audit and Head of Assurance, Standards and Investigations, member Helen Knee attended Standards Dip Sampling of Complaints sessions and the Ethics Committee meetings and member David Carter met with David Gardner, Chief Superintendent and Director of Transition. The Deputy Chair attended panel meetings during the year for the successful appointment of the new Deputy Chief Constable.

The Chairs of the JASC and Police and Crime Panel (PCP) have agreed a reciprocal arrangement to aid joint understanding for respective members of the committee and panel to attend each other's meetings as observers. The JASC Chair, Deputy Chair and members Helen Knee, David Carter, and Andy Heath attended meetings of the PCP and provided feedback reports to the JASC.

In addition, the JASC visited the new Control Centre and attended pre-meeting briefings throughout the year. These briefings and training sessions on specific issues covered: the Police and Crime Plan 2022-26; Budget Forecasting and Outturn and Financial Reporting; ITC and Digital Services Transition Evolve and Empowers; the role of PSAA in the appointment of the External Auditors for 2023-27; the annual Audit of the Statutory Accounts and Value for Money arrangements, the Annual Accounts and Joint Annual Governance Statement and the forces Response to Covid 19 and Vetting.

7. Meeting coverage

Meetings of the Committee are open to the public and along with details of future meetings, are found on the PCC's website. As far as possible the agenda items are taken in public. The JASC meetings have been well supported by officers from the PCC's office and force and the committee has really appreciated the open and transparent approach of officers and improved quality and timeliness of reports. The PCC has attended all meetings and the CC is represented by the Deputy Chief Constable, who along with the Treasurer, Director of Finance, the Development Lead for Standards & Integrity and Head of Assurance, Standards & Inspections, collectively provide information and ongoing assurance in relation to:

- the annual Statutory Accounts and Value for Money arrangements, and Assurance and Governance Statements,
- Capital, Reserves and Treasury Management,
- Budgeting and Financial Internal Controls and Systems,
- Risk Management,
- Projects and Programmes, Evolve and Empower Programmes, Partnerships and Collaborations, ITC, and Digital Services,
- Standards, Ethics and Complaints, and,
- Crime data integrity and Inspection, audit, and assurance activity.

The Head of Audit for Warwickshire attends all meetings to provide assurance on internal controls and systems. Representatives from Grant Thornton, the external auditors, also phone in or attend each meeting to report on the financial statements, financial controls, and value for money arrangements.

8. JASC work programme 2022 and how it discharged its responsibilities

Improved Internal Control Environment and Governance Arrangements

The JASC considered the Joint Assurance and Governance Statement and supporting Governance Improvement Plan for the PCC and CC during the year. They also considered the joint Governance and Financial Framework document at the March 2022 meeting which had been reviewed and updated to reflect revised Procurement and Commissioning arrangements and minor changes. These ensured greater clarity on actions to address areas of significant risk and improvement and were aided through updated risk management strategies, risk registers and mitigation of the risks which were reviewed at each meeting.

The JASC also considered the Internal Audit annual opinion for 2021/22. This was based upon the results of work undertaken during the year and was that the control environments operated by both organisations provided moderate assurance that the significant risks facing the respective organisations were addressed. The report reflected the progress made

whilst acknowledging further work is needed to strengthen governance and the internal control environment.

There have been changes and developments to the governance arrangements over the year, explained under each heading below and the JASC will continue to press for further progress with the aim of securing a more adequate and effective internal control environment, which includes governance, risk management and internal control arrangements and assurance.

External and Internal Audit

The JASC reviewed the Joint External Audit plan for 2022 at the March meeting and progress of the preparation of the annual Statutory Accounts and their audit at the July meeting. At the November meeting drafts of the Joint External Audit unqualified opinions on the draft annual Statutory Accounts and Value for Money arrangements, the Joint Findings Report, Joint Annual Report Statement and Improvement Recommendations, Letters of Representation and Informing the Audit Risk Assessment for 2022 were also considered and noted. These documents were formally signed off the next day on 30 November by Management and the External Auditors, to meet the deadline, except for the Whole of Government Accounts consolidation pack where the NAO had not yet issued the audit instructions and data collection tool. It was not known when these would be issued. The committee noted the assurance from Officers and the External Auditors that the annual accounts audit process for 2023 would be completed by 30 September 2023.

The JASC approved a risk based Internal Audit plan for 2022/23, which was aligned to the PCCs and the CCs strategic objectives in line with best practice. It considered the Internal Audit Annual Opinion and the Annual Report for 2021/22, ensuring actions to address areas of improvement are reflected in the respective Annual Governance Statements and Governance Improvement Plans.

Regular reports on internal and external audit activity and progress against their audit plans were also considered by the JASC throughout the year which enabled members to have a detailed understanding of the outcomes of the audit work conducted and seek assurance as to the effectiveness of the internal control arrangements. In particular, the Committee was able to probe in detail those internal audits which had resulted in a “limited” audit opinion and track progress in addressing key issues and recommendations identified where delays in implementation have occurred.

The JASC noted the updated Internal Audit Service Level Agreement and Charter which sets out the role and responsibilities of Internal Audit and had been updated to reflect changes in professional standards.

Members also regularly consider national policing – Home Office and Her Majesty’s Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS), and financial reporting and audit concerns and developments – the Chartered Institute of Public Finance

and Accountancy (CIPFA), Public Service Audit Appointments (PSAA) which are brought to their attention by the external auditors. This is undertaken primarily to seek assurance that these issues are being considered by the PCC and CC and their management teams. These reports included the continuing concerns over the current state of the quality, cost, and coverage of audit work in the Public Sector. The proposals to address these concerns over audit work, which include insufficient auditors with appropriate experience and the increased expectations and requirements placed on auditors, will lead to an increase in fees of 150%.

The reports also included the process for the appointment of external auditors for 5 years from 2024 – 28, which was completed by 31 December 2022. The committee recommended that Grant Thornton be re-appointed external auditor to the PCC and CC and raised issues with the procurement process conducted by the PSAA and the proposed appointment of Azets Audit Services Ltd as the new external auditor. This was communicated to the PSAA but the JASC's recommendation was rejected and Azets Audit Services Ltd have been appointed external auditors for 5 years from 2024 – 2028.

Risk Management – Delivery of PCC and CC Business Plan

The JASC noted the OPCC risk management policy review and the alignment of format between the OPCC and force risk registers with a further policy review to be undertaken in 2023. The risk registers of the OPCC and CC were considered at each meeting along with the assessment and management of key strategic risks and mitigations. The committee helped progress the identification, alignment, and mitigation of key strategic risks to the delivery of the Police and Crime Plan and received 'deep dive' analysis into the risks and mitigations for the ICT – Digital Services Empower Programme.

Transition (Evolve and Empower) Programmes, Collaboration and Partnerships

A key focus for the JASC over the year continued to be the risks associated with the Transition of services (Evolve Programme) post the termination of the Alliance with West Mercia and resulting financial settlement. This programme involved significant negotiation, planning and management with the replacement of some services by renegotiated S22 agreements with West Mercia, the development of inhouse ITC capacity and new collaboration service arrangements with West Midlands. Member David Carter liaised with key officers between meetings to enable early sight of emerging risks and issues and resulting management responses and actions. Members were kept up to date through full briefings at each meeting on progress and received the closure report on the successful Transition (Evolve) programme outcome at the November meeting. This programme has now been succeeded by the Empower programme which will receive the same level of focus from the committee going forward. It should also lead to savings and benefits and contribute to improved controls, assurance, and governance in this area.

Financial Governance and Reporting

The JASC considered reports on key financial risks which remain a significant challenge as reflected in the PCCs and CCs risk assessments and the overall “balanced” budget position and outturn for 2021/22. The committee also reviewed the Quarter 1 budget monitoring report and noted that the 2022/23 budget has been set with no routine reliance on reserves to deliver on the financial strategy of a good and balanced budget. The JASC scrutinised and commented on the Treasury, Reserves and Capital Management Strategies and Midterm and Outturn reports and noted the plans and balanced budget.

The JASC received an update on the progress of the actions to improve financial management, knowledge, and capability throughout the force from the CIPFA Financial Capability and Resilience report, issued in 2020. The committee noted a further review will be undertaken in the spring of 2023.

The committee reviewed the progress and completion of the annual audit and External Auditor’s reports on the Statement of Accounts and Value for Money arrangements and Joint Annual Governance Statement for 2021/22.

Assurance Framework

The JASC reviewed regular reports from the force Assurance, Standards and Inspection function and actions taken to address areas for improvement and recommendations raised by Internal Audit and HMICFRS. This included the annual Police Efficiency, Effectiveness and Legitimacy (PEEL) assessments which have recommenced in a modified form. For 2021/22 the assessments have moved to a more intelligence-led approach rather than the annual PEEL inspections used in previous years.

The JASC noted the high-level reporting to the Warwickshire Assurance Board, chaired by the Deputy Chief Constable, to ensure recommendations from the PEEL assessments were actioned appropriately and Home Office Counting Rules (HOCR) were complied with. Subsidiary governance boards, reporting to the Assurance Board monthly, are tasked with owning specific areas of assurance. For example: the Investigations, Standards and Outcomes Board is responsible for driving improvements to investigations, and: the Service Improvement Team are owners of the HMICFRS action plan, which includes recommendations from PEEL assessments, Crime Data Integrity Inspection reports and Internal Audit. In support of these boards, the Force Crime, and Incident Registrar (FCIR) function provided regular reports on progress in completing the team’s risk-based audit and assurance schedule for 2022 covering the main audit areas across the year. These reports also included those areas identified as requiring improvement and the progress of related actions being taken over the year.

Standards, Ethics and Complaints

The JASC received regular reports over the year on the ongoing meetings and reporting to the Ethics Committee and development of Standards, and Dip Sampling of closed Complaint cases. Ethical issues considered by the Ethics committee included: The process adopted for posting police officers to new roles and balancing the need of the individual with those of the organisation and, when completing an annual integrity test, the dilemma over voluntary disclosure of consuming substances that are legally available “over the counter” but which may have levels of controlled drugs.

Since the introduction of Complaints Reform legislation in 2020, the PCC’s office is now responsible for complaints and appeals. In view of the small number of appeals in Warwickshire, a Complaints Appeals Manager post is shared with the West Midlands Police and Crime Commissioner.

Health & Safety (H&S), Sustainability and Wellbeing

In July the JASC received a progress report and then in November an annual report on H&S management reporting to the EC, Sustainability and Wellbeing. This provided the committee with assurance on the arrangements and reporting put in place. The committee was also advised that priority areas continue to be regular reviews of Risk Assessments, Accident Reporting and Investigations, checks conducted to ensure Contractors are complying with H&S requirements and H&S training. Compliance checks have also been under by the Estates, Facilities and Health and Safety Manager, working directly with the specialist sub-contractors and in-house Facilities Management and Projects teams.

9. Areas of Focus for 2023

The JASC has identified key areas of focus for the coming year that will help to discharge its responsibilities and oversee the development and effectiveness of the PCCs and CCs governance, risk management and internal control arrangements:

- Empower Programme arrangements - continued identification and management of key risks to delivery, realisation of benefits and savings and ongoing management of all significant collaboration and partnership arrangements going forward.
- Risk Management - Further development of the PCC and CC risk registers and risk management arrangements to increase the level of maturity. Monitor closely the key financial risks and budget position to achieve a balanced budget.
- Performance Management and Accountability, Cyber Crime and Vetting - Review from time to time the effectiveness of selected governance and assurance arrangements.
- Fraud and corruption - Although considered a low-risk area, an annual review of management reporting on fraud and corruption arrangements and incidents and outcomes to be implemented in 2023.

10. Conclusion

The JASC has an effective work programme based on robust governance and assurance frameworks. Constructive challenges over the past year on a wide range of topics have given the committee greater access to information and meetings. The positive relationship with the PCC and CC and their senior staff has enabled us to contribute to improved audit, risk management and internal controls.

Based on the information we have seen collectively or know about individually, we can assure the PCC and CC that the governance, risk management and internal control frameworks; financial reporting arrangements and internal and external audit functions in the Warwickshire force and PCC are adequate and operating efficiently and effectively.

We hope that this report, with the assurances it contains, will enhance public trust and confidence in the governance of the Warwickshire force and the Office of the Police and Crime Commissioner (OPCC). The committee will continue to undertake the duties assigned to it in the agreed terms of reference and seek to make a constructive contribution to achieving the agreed priorities. The committee has welcomed the feedback from meeting attendees and suggestions on how it can become more effective in discharging its responsibilities.

The JASC Chair would wish to place on record his sincere thanks to all members, meeting attendees and the Secretariat who have contributed to the important work undertaken by the committee over another busy and difficult year.

John Anderson – Chair, Joint Audit and Standards Committee

A handwritten signature in black ink, appearing to read 'John Anderson', with a horizontal line underneath.

This page is intentionally left blank

Warwickshire Police and Crime Panel

22 June 2023

Working Groups 2023/2024

Recommendation

That the Police and Crime Panel confirms the continuation of dedicated working groups for the 2023/24 municipal year and authorises the Panel's Support Officer to confirm arrangements for working groups, and appointments thereto, following liaison with Panel members.

1.0 Summary

- 1.1 The Panel has established working groups on a permanent basis to enable focused scrutiny of budget and performance matters. The membership of each working group has been a minimum of three members and the Chair of the Police and Crime Panel is an ex-officio member of each group. A quarterly meeting schedule has been in place for the working groups since their inception.
- 1.2 Provided there is agreement to continue to scrutinise budget and performance matters by means of focused working groups, the Panel's Support Officer will liaise with Panel members and the Office of the Police and Crime Commissioner (OPCC) to coordinate arrangements, including membership of working groups.
- 1.3 The terms of reference for each working group will be presented at the Panel's meeting in September 2023, alongside details of their membership for 2023/24.

2.0 Conclusion

- 2.1 The Panel is invited to affirm the continuation of working groups to complement the wider work of the Panel in 2023/24.
- 2.2 A report will be provided at the Panel's meeting in September 2023 to confirm arrangements.

	Name	Contact Information
Report Author	John Cole, Senior Democratic Services Officer	johncole@warwickshire.gov.uk Tel: 01926 736118
Assistant Director	Sarah Duxbury, Assistant Director – Governance and Policy	sarahduxbury@warwickshire.gov.uk
Strategic Director	Rob Powell, Strategic Director for Resources	robpowell@warwickshire.gov.uk

Warwickshire Police and Crime Panel

22 June 2023

Warwickshire Police and Crime Panel Annual Report 2022/23

Recommendation

That the Police and Crime Panel comments on and endorses the Annual Report for 2022/23.

1.0 Key Issues

- 1.1 The Annual Report highlights the Panel's key activities and achievements during 2022/23 and looks ahead to issues that the Panel will examine in the coming year.

2.0 Financial Implications

- 2.1 None for this report.

3.0 Environmental Implications

- 3.1 None for this report.

4.0 Timescales and Next Steps

- 4.1 The Panel is asked to consider the Annual Report; any suggested changes can be incorporated into a revised draft for future consideration. Alternatively, the Panel may endorse the Report.

Appendix

Annual Report of the Police and Crime Panel 2022/23

	Name	Contact Information
Report Author	John Cole, Senior Democratic Services Officer	johncole@warwickshire.gov.uk Tel: 01926 736118
Assistant Director	Sarah Duxbury, Assistant Director – Governance and Policy	sarahduxbury@warwickshire.gov.uk
Strategic Director	Rob Powell, Strategic Director for Resources	robpowell@warwickshire.gov.uk

Warwickshire Police and Crime Panel

Annual Report 2022/23



North Warwickshire
Borough Council

Nuneaton
&
Bedworth



Chair's Foreword



Councillor Christopher Kettle

Chair of the Warwickshire Police and Crime Panel 2022/23

The 2022/23 municipal year has been an eventful period for policing both nationally and across Warwickshire. In particular this year saw unexpected demands on the police resource from the sad death of our sovereign, Queen Elizabeth to new national protest campaigns, some of which took place in and impacted on the County. These demands were against a background of an inflation rate unprecedented in recent times.

The challenges of policing continue to rise and the availability of sufficient funding, a significant proportion of which is raised from Council taxpayers, continues to be one of those challenges.

The Police and Crime Panel has sought to engage positively with the Police and Crime Commissioner offering a balance of support and constructive challenge and acting as a critical friend of the Police and Crime Commissioner whilst scrutinising decisions and actions taken by the PCC so representing and amplifying the voices of Warwickshire residents.

I would like to thank the Commissioner, his Office, and the Chief Constable for their support in this work over this last year.

It has been a year which has seen the conclusion of Warwickshire Police's 'Evolve' programme along with the final stages of the exit from the joint working with West Mercia Police and the introduction of a new operating model for the Force under the new 'Empower' programme.

The Panel has followed closely Warwickshire Police's progress during the year and has sought assurances from the Commissioner across a range of topics encompassing public confidence in policing, financial sustainability, recruitment, vetting, performance of the 101 Service, and much more.

The Panel has focused on levels of experience within the Force, recognising that, following the rapid expansion of Warwickshire Police numbers, the proportion of inexperienced officers has inevitably increased. The Panel has taken a close interest in measures to mitigate that inevitable dilution of experience to ensure the Force continues to deliver an effective service.

The Panel shares the widespread expressions of outrage and concern following reports of misconduct across police forces nationally and recent criminal cases involving Metropolitan Police officers. The importance of safeguarding standards of professional conduct in policing is recognised by both the Panel and Commissioner. It will continue to be a key area of focus.

In October 2022, the Panel examined the report of His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) following its most recent Police Effectiveness, Efficiency and Legitimacy (PEEL) Inspection of Warwickshire Police. The findings of HMICFRS provide an objective, independent assessment of the shape of the Force and the Panel has explored the implications of the report with the Commissioner in detail. The issues flagged by the Inspectorate will continue to guide the Panel's scrutiny in the year ahead.

In February 2023, the Panel accepted the Commissioner's proposed increase of £14.00 (5.3%) in the local policing precept for an average Band D property (and equivalent percentage increase for other bands). In doing so, the Panel recognised the difficult choices presented by current economic circumstances, including the effects of rising inflation, escalating energy prices, and pressure on household finances. The Panel also noted the impact of economic pressures on police finances, including the need to ensure fair wage increases for those working for Warwickshire Police to contend with the cost of living.

In its response, the Panel recommended that operational and financial progress to achieve the specific improvements and efficiencies outlined within the Budget be closely monitored over the coming year.

It has been a pleasure to serve as Chair of the Panel and my thanks go to colleagues both past and present for their hard work and dedication. Over the past year, the Panel has delivered a high standard of scrutiny and support, and I am confident that it will continue to do so in the year to come.



Councillor Christopher Kettle
Chair of the Warwickshire Police and Crime Panel 2022/23

Summary of Key Activities and Achievements

In 2022/23, the Police and Crime Panel has performed its role as the Police and Crime Commissioner's 'critical friend' over five meetings held in public; scrutinising the Commissioner on the delivery of his vision for policing in Warwickshire, including the key priorities of the Police and Crime Plan 2021–25 to:

- Fight crime and reduce reoffending
- Deliver visible and effective policing
- Keep people safe and reduce harm
- Strengthen communities
- Deliver better justice for all

Minutes, agendas, and reports can be found on the [Warwickshire County Council website](#). Meetings of the Panel are live-streamed, and footage is available for a period of 12 months after each meeting. Recordings can be viewed on the website under individual meeting dates.

Scrutiny of the Proposed Budget and Policing Precept for 2023/24

The Police and Crime Panel has a statutory duty to review the Commissioner's budget and can veto the budget if it decides that the proposed increase in the policing element of the council tax (known as the 'precept') is either too high or too low.

On 6 February 2023, the Commissioner presented his proposed budget for Warwickshire Police, including a proposed increase of £14.00 (5.3%) in the local policing precept for an average Band D property (and equivalent percentage increase for other bands) for the 2023/24 financial year. In his presentation to the Panel, the Commissioner outlined the anticipated benefits of his budget including increased numbers of police officers and Police Community Support Officers (PCSOs), better visibility of neighbourhood policing, and investment in customer services and call-handling processes. He recognised that many households had been impacted by cost-of-living pressures, and that any increase in the precept presented challenges. However, he emphasised that policing had also been impacted by current economic circumstances, including rising costs for fuel, energy, and goods and services.

The Commissioner advised that, whilst there had been a welcomed increase in central government funding for 2023/24, this alone would not provide the level of funding required to protect services. For this reason, efficiency savings of approximately £1m would be sought. These savings could be achieved by optimising recent investment in ICT systems without putting jobs at risk. He advised that

unavoidable cost pressures meant that, even to stand still, an increased budget was required. This left little alternative other than to increase the precept. However, it would be necessary to demonstrate that every penny provided by residents delivered a tangible improvement to police services.

After detailed scrutiny, the Panel resolved to support the Commissioner's proposed budget. In doing so, members recognised the difficult choices presented by current economic circumstances including the effects of rising inflation, escalating energy prices, and pressure on household finances. The Panel also noted the impact of economic pressures on police finances, including the need to ensure fair wage increases for those working for Warwickshire Police to contend with the cost of living.

The Panel noted the proposed improvements to police services within the Commissioner's budget. Whilst supporting the proposed precept, the Panel recommended that progress to achieve the specific improvements and efficiencies be closely monitored over the coming year. The Commissioner's offer to provide regular updates to the Panel throughout the year ahead was gratefully received.

Public Engagement and Consultation

Each year, the Police and Crime Commissioner is required by legislation to consult the public on his proposals for setting the budget for policing locally. Consultation must occur prior to any decisions being made on future budgets to ensure that the Commissioner has taken public feedback into consideration before proposing a final draft budget.

When reviewing the Precept for 2022/23, the Panel recommended that attention be given to measures to encourage wider participation in the public consultation. A phased approach was suggested, enabling a view to be sought from residents in advance of details of the government settlement being made available. To support this initiative, in August 2022 the Panel held a meeting with the Commissioner's Head of Business Services and Assurance, and Head of Media and Communication to review proposals for the budget consultation, including the 'Your Police, Your Views' questionnaire.

The Panel's recommendations were incorporated into the questionnaire and the consultation was launched in September 2022. The longer timeframe and earlier start to the consultation meant that a greater number of responses were received compared to earlier years' surveys. This was informative to the budget setting process and helped to support the Panel's analysis of the proposed budget and precept for 2023/24.

Police Officer Recruitment

In July 2019, the Government announced plans to recruit an additional 20,000 police officers in England and Wales by the end of March 2023. The Home Office established the Police Uplift Programme to help police forces to achieve this. In Warwickshire, this equated to a target to reach a total force establishment of 1,100 officers by the end of the 2022/23 financial year.

Throughout the year, the Commissioner has provided regular updates of Warwickshire Police's progress to meet the uplift target. The Panel has sought assurances regarding the recruitment, retention, training, and vetting of new officers. Detailed consideration was also given to the implications of an increased proportion of less experienced officers. At its meeting in April 2023, the Panel welcomed the news that the Force had achieved, and exceeded, the targeted officer headcount within the prescribed timeframe.

The Panel has taken a close interest in training arrangements for new officers, including the Police Constable Degree Apprenticeship Programme delivered by Warwickshire Police in partnership with Staffordshire University. The Panel has emphasised the importance of achieving a balance between academic work and practical experience for trainee officers. The Commissioner has expressed support for this approach whilst recognising the complexities of modern policing and the importance of training in the use of digital resources and technology.

The Panel has sought reassurance from the Commissioner that the arrangements in place for monitoring and mentoring of new officers are sustainable and do not place an undue burden on more experienced officers. Members also highlighted the importance of pastoral support for trainee officers, recognising the increased number of new starters. In response, the Commissioner advised that the training and wellbeing requirements of new recruits would be closely monitored, and that the provision of structured support by experienced officers was a priority recognised by the Chief Constable.

Empower Programme

Throughout the year, the Panel has received regular updates on the development of Warwickshire Police's Empower Programme, including delivery of a new operating model for the Force under the three strands of 'People', 'Place' and 'Technology'. Under Empower, a new geographically-based policing model has been introduced with command centres in the north, east, and south of the County each overseen by a Chief Inspector. Combined with the recent uplift in officer numbers, the geographic model is intended to support improved engagement with local communities and provide greater accountability for police performance.

The Panel was advised that under the new model, a dedicated Patrol Investigations Unit would be established at each command centre with responsibility for undertaking investigations into higher volume crimes. This would enable existing patrol teams to focus on responding to incidents, increasing the investigative capacity of the Force. Empower will also see the introduction of new Resolution Centres at the main police stations of Leamington Spa, Nuneaton, Rugby, and Stratford-upon-Avon with extended opening hours, seven days a week. In addition to the focus on local policing, Empower is intended to facilitate improvements to ICT systems and strengthen the Prevention and Protection capabilities of the Force.

Progress of the Empower Programme will be monitored by the Commissioner in the year ahead with reference to the key priorities of the Police and Crime Plan. The Panel will take a close interest in the effectiveness of the new operating model to deliver against its key objectives.

His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) Police Effectiveness, Efficiency and Legitimacy (PEEL) Inspection 2020/2021

PEEL Assessments are conducted by HMICFRS to measure the overall performance of police forces in England and Wales. Each inspection results in a grading from outstanding, good, adequate, requires improvement, or inadequate, across core police activities.

On 14 October 2022, HMICFRS published the [findings of its most recent inspection of Warwickshire Police](#). The Overall Summary showed that the performance of the Force was rated as 'adequate' across the categories of 'preventing crime', 'treatment of the public', 'protecting vulnerable people', 'developing a positive workplace', and 'good use of resources'. However, HMICFRS graded the categories of 'investigating crime', 'responding to the public', and 'managing offenders' as 'requires improvement'.

The Inspectorate reported that it was satisfied with several aspects of the performance of Warwickshire Police, including 'keeping people safe and reducing crime'. However, there were areas where improvements were required. The Assessment found that the Force needed to improve how it identifies victims' vulnerability at first point of contact and how it assesses calls from the public so that vulnerable people and repeat callers are routinely identified. HMICFRS highlighted the need for the Force to make sure that it carries out effective investigations, giving victims the required level of support.

The Inspectorate noted that it had been necessary for the Force to revise its infrastructure at the same time as making changes to its systems. During the period of the inspection, Warwickshire Police had transformed its approach to IT,

exemplified by the introduction of a new Operations Communication Centre. It was noted by HMICFRS that, at the time of the inspection, it had been too early to assess the benefits of these changes. The Inspectorate recognised the scale and pace of the transformation of Warwickshire Police, noting that the strategic plans in place by the Force gave cause for optimism.

In his report to the Panel, the Commissioner provided reassurance that the organisational restructuring of Warwickshire Police would provide a means to address many of the concerns raised by HMICFRS and improve the overall performance of the Force. He would ensure that the Chief Constable was adequately resourced to deliver an improved service through the recruitment of additional police officers and other investments to support frontline policing. HMICFRS had recognised that the Force made good use of its finances with plans that were both ambitious and sustainable.

In its analysis, the Panel examined the findings of the Inspectorate focusing on the Force's capacity to investigate crime, the increased proportion of less-experienced officers, and the performance of the 101 Service. Detailed consideration was given to the factors affecting 101 service delivery, including the requirement for Warwickshire Police to periodically accept a significant number of calls on behalf of neighbouring forces that were experiencing exceptionally high call demand or technical difficulties.

In his response to the Panel, the Commissioner stated that effective use of resources would be required to address the areas identified by the Inspectorate as requiring improvement. HMICFRS had recognised the challenges associated with establishing Warwickshire Police as a standalone force following the termination of the Strategic Alliance with West Mercia Police. He highlighted the anticipated benefits of the Empower Programme, including increased resources for investigating crime. There was good evidence of improvements being made; however, there was much to be done and he would continue to hold the Chief Constable to account to deliver the required changes.

Standards of Conduct in Policing

The Panel has a longstanding interest in measures to ensure that a strong organisational culture is present within Warwickshire Police. Nationally, there has been an increased focus on standards of conduct across police forces. Reports of incidents of racist, misogynistic, and homophobic behaviour within the Metropolitan Police Service have occurred with lamentable regularity in recent years, damaging public confidence in policing. The Panel strongly supports the Commissioner's commitment to ensure that such conduct has no place in Warwickshire Police and agrees that vigilance is required to safeguard standards of behaviour.

In November 2022, HMICFRS published its report, '[An inspection of vetting, misconduct, and misogyny in the police service](#)'. The report included an assessment of the ability of police forces to detect and respond to misogynistic and predatory behaviour by officers and staff. It identified five areas for improvement and made 43 recommendations to strengthen vetting processes in the police service. The Panel considered the report, and [the PCC's response](#), with interest. The Panel shares the Commissioner's view that robust measures are required to safeguard professional standards and reinforce public trust in policing.

Following the publication of the [Report of the Baroness Casey Review](#) in March 2023, the Panel sought an update from the Commissioner on work being undertaken to secure standards of policing conduct in Warwickshire. The Commissioner advised that the Chief Constable had instigated a programme of re-vetting across the organisation. To date, no serious concerns had emerged. The Professional Standards Department was primed to respond to any cases should they arise. Other activities would be undertaken across the Force to promote high standards of conduct, including a reinforced whistleblowing policy and training on police ethics and integrity. He reported that the measures proposed by the Chief Constable to respond to national concerns relating to standards in policing had been scrutinised and found to be sufficiently robust.

The Panel will continue to take a close interest in the Commissioner's oversight of vetting processes and measures to ensure that the highest standards of conduct are followed within Warwickshire Police. The Commissioner has agreed to provide an update to the Panel once the re-vetting process has been completed which will be received with interest.

Visit to Stuart Ross House, Warwick

The Panel was grateful to accept the Commissioner and Chief Constable's invitation to visit the recently refurbished Operations Communication Centre (OCC) at Stuart Ross House, Warwick. In January 2023, Panel members were given a tour of the facility to see the OCC in action and speak with officers and call-handlers. A presentation was also provided by the Force's Senior Leadership Team focusing on the Empower Programme. The opportunity to directly observe operational processes proved to be informative, providing improved context for discussion of the relevant issues affecting the delivery of police services.

Warwickshire Joint Audit & Standards Committee

Throughout the year, the Panel has continued to develop its relationship with Warwickshire Joint Audit & Standards Committee (JASC). The JASC provides independent advice and makes recommendations to both the Police and Crime Commissioner and Chief Constable on the adequacy and effectiveness of

governance, risk management and internal control frameworks; annual financial and governance reporting; treasury, capital, and reserves management; internal and external audit arrangements; health and safety; and adherence to appropriate policies, standards, and ethics. The Panel welcomes a member of the JASC to each of its meetings.

Budget Working Group

The Budget Working Group has performed an important role throughout the year by undertaking detailed reviews of budget and quarterly finance reports, evaluating the proposed budget and precept for 2023/24, and continuing to monitor the Commissioner's financial plans, including capital and revenue investment programmes.

The Group met twice in 2022/23, examining governance arrangements between the Commissioner and Chief Constable to ensure sound oversight of the Force's finances. The Group gave specific attention to:

- The implications for staffing costs of the drive to expand the Force to meet the targeted uplift in officer numbers.
- The prospect of reduced Uplift Grant funding should the Force fail to reach the targeted total officer headcount of 1,100 within the prescribed timescale.
- The implications of a higher than anticipated pay award for officers.
- The effect on capital projects of national supply chain problems, availability of contractors and inflation.
- Pressures affecting the labour market leading to challenging conditions for recruitment to PCSO and staffing vacancies. This was exacerbated by pressure of movement between roles, particularly where Control Centre staff and PCSOs had opted to retrain as police officers.
- The implications of mutual aid costs incurred by Warwickshire Police to call in specialist teams to support policing of the protests at Kingsbury Oil Terminal.
- Overtime costs associated with policing of protests at Kingsbury Oil Terminal and mutual aid support of national events such as the Commonwealth Games.
- Income derived from the Commercial Vetting Service – recognising that the Force has upscaled the Vetting Service in recent years, increasing projected income levels.
- The advantages of securing S106 contributions to support policing – developers are not currently required to contribute towards police services. However, the Commissioner advised that he was working alongside other PCCs to seek an amendment to a parliamentary bill which, if successful, would enable emergency services to be statutory beneficiaries of S106 funding.

Planning and Performance Working Group

The Planning and Performance Working Group has continued to complement the work of the wider Panel by monitoring delivery of the Commissioner's Police and Crime Plan, including detailed analysis of Warwickshire Police performance reports focusing on the key areas of Rape, Domestic Abuse and Domestic Violence, 101 Communications, and Total Crime Outcomes.

The Group met twice in 2022/23, focusing on:

- Levels of consistency in the resources and support provided to Community Safety Partnerships (CSPs).
- The good progress made by Warwickshire Police to disrupt County Lines activities.
- Integrated Offender Management processes, including intervention programmes and funding arrangements.
- How the Commissioner's holding to account of the Chief Constable is informed by analysis of statistical data – encompassing governance arrangements, performance monitoring and data sources utilised by the Office of the Police and Crime Commissioner (OPCC).
- Approaches to scrutiny of the PCC's holding to account of measures to address Domestic Abuse and Domestic Violence – recognising that the breadth and complexity of the subject matter required a focused approach which added value to the Commissioner's activities leading to practical, positive outcomes.

The Group also gave specific attention to the progress of the Performance Framework initiative for monitoring delivery of the Police and Crime Plan. It was determined that Red, Amber and Green (RAG) ratings would be utilised within a Performance Dashboard that was accessible and easy to navigate. Five overarching principles would inform development of the Framework – it would be transparent, consistent, proactive, proportionate, and focused. Members praised the good progress that had been made by the OPCC. It was considered that the Framework would provide a valuable tool for ongoing scrutiny.

Training and Development

In May 2022, the Home Office launched a new training and guidance package for Police (Fire) and Crime Panels as part of the recommendations arising from Part One of the PCC Review. This followed two interactive webinars in February 2022 which focused on the principles of good scrutiny. The Panel also participated in a webinar led by the Local Government Association (LGA) which provided an opportunity to hear from a range of speakers to consider current issues relevant to

police (fire) and crime panels, including an update from the Home Office about upcoming priorities and the second phase of the review of Police and Crime Commissioners.

The Panel was also represented at the Annual Conference for Police (Fire) and Crime Panels in November 2022. The theme of the Conference was 'Changing Culture, Moving Things Forward', encompassing an examination of policing culture, standards of conduct, approaches to scrutiny, measuring panel performance, and how to be a 'critical friend' to the PCC.

Public Questions

Public questions provide the Panel with an opportunity to engage with the community and understand more about topics of concern, thereby informing work programming activities. This year, the Panel received a detailed question relating to the long waiting times experienced by some callers contacting 101. The Panel and Commissioner explored the relevant issues in detail, giving specific attention to the causes of high demand for the 101 Service, the factors affecting response times, and how the Force was being held to account to address concerns in this area.

Looking Forward

Building on the progress made in 2022/23, a varied and wide-ranging work programme will support the Panel to deliver effective scrutiny as a critical friend of the Police and Crime Commissioner in the year ahead.

The Panel will take a close interest in the Commissioner's oversight of the Empower Programme, including the effectiveness of the new operating model for the Force. Empower is anticipated to lead to improved engagement with local communities and increased visibility of policing. The Panel will seek to develop an understanding of the effectiveness of Empower to address the concerns outlined by HMICFRS in its most recent PEEL assessment.

Recognising the rapid expansion of the Force in 2022/23, the Panel will continue to monitor the Commissioner's oversight of measures to support the training and development of new recruits, without detriment to day-to-day delivery of services.

The Panel will take a close interest in the Commissioner's oversight of arrangements to recruit to Police Community Support Officers (PCSO) and staffing vacancies, recognising the current pressures affecting the labour market. In common with police forces elsewhere, a significant number of PCSOs and support staff in Warwickshire have made use of opportunities to train as police officers, leading to perpetuation of vacancies. The Panel will seek to support the Commissioner to ensure that the Force is adequately staffed to achieve its strategic objectives.

The Panel will continue to take a close interest in the organisational culture of Warwickshire Police and the safeguards in place to secure high standards of conduct. The Commissioner has agreed to provide a report following completion of the re-vetting programme which the Panel will receive with interest.

The Panel has scheduled an examination of arrangements for Community Safety Partnerships (CSPs) in 2023/24. This will encompass consideration of approaches to ensure that the specialist local knowledge of CSPs is utilised to its best extent as well as an examination of the types of resources provided to each CSP. The Planning and Performance Working Group has also taken a close interest in CSPs; a meeting has been proposed between the Group, OPCC, and CSP chairs to examine existing arrangements, share knowledge, and discuss relevant issues influencing outcomes across boroughs and districts.

In 2022/23, the Panel received an interim update from the PCC of measures to secure environmental sustainability across the Force's activities. In the year ahead, the Panel will seek further assurances from the Commissioner that the Force is

taking steps to meet the challenges of climate change and reduce emissions in line with the Government's commitment to achieve net zero carbon by 2050.

In May 2024, the fourth Police and Crime Commissioner elections will be held in England and Wales.

Membership for 2023/24

There are 12 members of the Police and Crime Panel representing the six first and second tier authorities in Warwickshire as well as two independent members. The membership of the Panel is politically and geographically balanced. Each borough or district area is represented by one councillor from the borough / district and a county councillor who represents an electoral division in that area. The number of seats allocated to the political parties is determined by the number of seats held by that party across all the authorities. Reaching the balanced appointment objective is a collective responsibility of the component authorities and the Panel itself.

Police and crime panels are required to have a minimum of two independent members who sit alongside elected local authority members. Independent members bring additional expertise, ensuring that the necessary skills and knowledge are available to support the Panel to discharge its scrutiny function effectively.

The Membership for 2023/24 is:

District and Borough Representatives

Councillor Natalie Gist	Stratford-on-Avon District Council
Councillor Clare Golby	Nuneaton and Bedworth Borough Council
Councillor Katie Hunt	Warwick District Council
Councillor Ray Jarvis	North Warwickshire Borough Council
Councillor Derek Poole	Rugby Borough Council

Warwickshire County Council Representatives

Councillor Barbara Brown
Councillor Jenny Fradgley
Councillor Dave Humphreys
Councillor Bhagwant Singh Pandher

Independent Members

Mr Andrew Davies
Mr Andy Davis

There is one remaining appointment to be made to the Panel at the time of publication of this report.

Get Involved

Listening to the views of residents is an important part of the work of the Police and Crime Panel. All meetings are open to the public and anyone who lives or works in Warwickshire is welcome to submit a question to either the Panel or the Police and Crime Commissioner.

If you wish to submit a question, please submit it in writing at least three working days in advance of the meeting using the contact details below:

Email: democraticservices@warwickshire.gov.uk

or

Post: Warwickshire Police and Crime Panel
Warwickshire County Council
PO Box 9, Shire Hall
Warwick
CV34 4RL

Warwickshire Police and Crime Panel Work Programme 2023/24

Date of next report/update	Item	Report detail	Date of last report
22 June 2023	Appointment of Chair and Vice Chair	To appoint a Chair and Vice Chair for the 2023/24 municipal year.	
22 June 2023	Appointments to Working Groups	To appoint the membership of the Budget Working Group and Planning and Performance Working Group.	
22 June 2023	Annual Report of the Police and Crime Panel 2022/23	To approve the Police and Crime Panel's Annual Report for 2022/23.	
22 June 2023	Annual Report of the Police and Crime Commissioner 2022/23	Scrutiny of the Commissioner's Annual Report for 2022/23.	
22 June 2023	Warwickshire Joint Audit and Standards Committee (WJASC) Annual Report 2022	Mr John Anderson, Chair of Warwickshire Joint Audit & Standards Committee, will introduce WJASC's Annual Report.	
21 September 2023	Community Safety Partnerships (CSPs)	<p>A report from the PCC focusing on:</p> <ul style="list-style-type: none"> • The importance of enabling CSPs to exercise judgement to allocate funding to local concerns, making best use of local knowledge. • Benefits of partnership working between CSPs and other organisations to achieve positive outcomes. • Data and crime statistics provided to CSPs by Warwickshire Police. 	
22 November 2023	Representation from the Chief Constable	An invitation to be made to the Chief Constable to request a verbal report to the Panel.	

5 February 2024	Police and Crime Commissioner's Budget and Precept Proposal	To consider the PCC's Budget and Policing Precept for 2023/24.	
-----------------	--	--	--

Standing Items	Report of the Police and Crime Commissioner	<p>A regular update from the Commissioner including:</p> <ul style="list-style-type: none"> • Details of key activities and decisions taken since the previous meeting • Progress made against Police and Crime Plan objectives • Grants and commissioning • Governance and holding to account activities • Communications and engagement activities • National Crime and Policing Measures • A financial summary • Criminal Justice System considerations. • Details of any emerging local and national issues.
	Complaints	To consider any complaints against the PCC, taking account of the Complaints Protocol (verbal update).
	Report of Working Groups (Following a meeting of a Working Group)	<p>The Panel has delegated quarterly budget monitoring to the Budget Working Group, which will report its findings and minutes to each relevant PCP meeting.</p> <p>The Panel has delegated scrutiny of the Police and Crime Delivery Plan and Force Performance to the Planning & Performance Working Group to identify key issues for Panel enquiry.</p>
	Work Programme	To consider and review the Panel's Work Programme.
	Issues Raised by Community Safety Partnerships	<p>To consider any issues flagged by Community Safety Partnerships, providing a means for community concerns that have high-level, strategic implications to be discussed by the Panel and Commissioner.</p> <p>It is not proposed to consider single local issues, but rather provide a means to take a strategic view to evaluate the implications of residents' concerns.</p>

--	--	--

Items to be Timetabled		
Items	Report detail	Timing Considerations
Re-vetting	The National Police Chiefs Council has requested that all police forces in England and Wales cross-check their officers against the National Police Database to safeguard standards of police conduct. The Chief Constable has instigated a programme of re-vetting across Warwickshire Police. The PCC has agreed to provide an update to the Panel once the re-vetting process has been completed.	
Sustainability / Climate Change	The Panel has expressed interest in receiving periodic updates from the Commissioner in respect of holding to account of the Force to prioritise environmental sustainability, including measures to meet the challenges of climate change and reduce emissions in line with the Government's commitment to achieve net zero carbon by 2050.	
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</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.</p> <p>Once more information is available, a report will be provided to the Panel.</p>

	<p>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 with trust that their complaint will be handled fairly.</p> <p>The Home Office has advised that it will work with its partners to continue to deliver the recommendations in the year ahead.</p>	
--	---	--

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	Adjourned – the Group has kept open the option to reconvene, if required.
Sustainability / Climate Change	Drawing on the findings of Warwickshire Police’s Estates Review, this proposed scrutiny review will examine actions being taken by the PCC and the Force to meet the challenges of climate change and reduce emissions in line with the Government’s commitment to achieve net zero carbon by 2050.	Pending – the Panel has an option to continue seek regular updates from the PCC regarding environmental sustainability prior to determining an optimal timescale for the proposed TFG work.

Briefing Notes		
Topic	Briefing note detail	Timing considerations
None required at present.		

Training / Conferences / Other		
Event	Description	Date
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 Thursday 9 November 2023 at Scarman House, Warwick Conference Centre (University of Warwick).</p> <p>If you are interested in attending the Conference, please contact John Cole (Democratic Services).</p>	9 November 2023
Police Finance	A workshop examining police accounting and finance processes to be led by WCC Finance officers.	TBC

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank