

Warwickshire Police and Crime Panel

Date: Thursday 26 September 2024
Time: 2.00 pm
Venue: Committee Room 2, Shire Hall

Membership

Mr Andy Davis (Chair)
Councillor Derek Poole (Vice-Chair)
Councillor Barbara Brown
Andrew Davies
Councillor Jenny Fradgley
Councillor Natalie Gist
Councillor Dave Humphreys
Councillor Ray Jarvis
Councillor Tim Jenkins
Councillor Bhagwant Singh Pandher
Councillor Jim Sinnott

Items on the agenda:

1. General

(1) Apologies

To receive any apologies from members of the Panel.

(2) Disclosures of Pecuniary and Non-Pecuniary Interests

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>

(3) Minutes of the Previous Meetings 5 - 20
To confirm the minutes of the meetings held on 20 June and 24 June 2024.

(4) Public Speaking

2. Police and Crime Commissioner's Report 21 - 46
The Report is attached for consideration and comment by the Panel.

3. Appointments to the Planning and Performance Working Group 47 - 48
To note the membership of the Planning and Performance Working Group for 2024/25.

4. Report of the Planning and Performance Working Group 49 - 52
To receive details of the meetings of the Working Group held on 9 July and 19 September 2024.

5. Warwickshire Police and Crime Panel Annual Report 2023/24 53 - 70
The updated Annual Report is attached for consideration and comment by the Panel.

6. 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 (only if required).

7. Work Programme 71 - 74
To consider and review the Panel's Work Programme.

8. 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 November 2024
- 3 February 2025
- 13 March 2025

9. 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).

10. Reports Containing Confidential or Exempt Information

To consider passing the following resolution:

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

11. Complaints

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

Monica Fogarty
Chief Executive
Warwickshire County Council
Shire Hall, Warwick

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Disclaimers

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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 clear 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.

Warwickshire Police and Crime Panel

Thursday 20 June 2024

Minutes

Attendance

Panel Members

Andy Davis (Chair) (Independent Member)
Councillor Derek Poole (Vice Chair) (Rugby Borough Council)
Councillor Barbara Brown (Warwickshire County Council)
Andrew Davies (Independent Member)
Councillor Natalie Gist (Stratford-on-Avon District Council)
Councillor David Humphreys (Warwickshire County Council)
Councillor Tim Jenkins (Nuneaton & Bedworth Borough Council)
Councillor Bhagwant Singh Pandher (Warwickshire County Council)
Councillor Jim Sinnott (Warwick District Council)

Officers

Lucy Adams, Senior Solicitor – Team Manager, Planning and Litigation
John Cole, Senior Democratic Services Officer
Caroline Gutteridge, Senior Solicitor – Legal Service Manager, Commercial and Regulatory

Others Present

Polly Reed, Chief Executive, Office of the Police and Crime Commissioner
Philip Seccombe, Police and Crime Commissioner for Warwickshire
Dr Denise Taylor, Public Speaker

1. Appointment of Chair

Councillor Derek Poole nominated Mr Andy Davis to serve as Chair for the coming year. Councillor David Humphreys seconded the nomination. There were no other nominations and Mr Andy Davis was elected unanimously as Chair to the Police and Crime Panel for 2024/25.

2. Appointment of Vice Chair

The Chair nominated Councillor Derek Poole to serve as Vice-Chair for the coming year. Councillor Barbara Brown seconded the nomination. There were no other nominations and Councillor Derek Poole was elected unanimously as Vice-Chair to the Police and Crime Panel for 2024/25.

3. General

The Chair expressed his thanks to fellow members of the Panel following his reappointment. On behalf of the Panel, he congratulated the Police and Crime Commissioner following his re-election for a third term in May 2024.

The Chair welcomed Councillor Tim Jenkins to the Panel as the new representative of Nuneaton and Bedworth Borough Council.

The Chair reminded attendees that the meeting was being held during a period of heightened political sensitivity ahead of the General Election on 4 July 2024. Therefore, particular care was needed to ensure that comments or questions could not be perceived as seeking to influence public support for any candidate or political party.

(1) Apologies

Apologies for absence were received from Councillor Jenny Fradgley and Councillor Ray Jarvis, as well as from Andrew Harper (Head of Strategic Finance).

(2) Disclosures of Pecuniary and Non-Pecuniary Interests

There was none.

(3) Minutes of the Previous Meeting

It was resolved that the minutes of the meeting held on 7 March 2024 be confirmed as an accurate record and signed by the Chair.

(4) Public Speaking

Dr Denise Taylor was welcomed to the meeting and invited to put her question to the Panel and Commissioner.

Dr Taylor stated her view that there was overwhelming and irrefutable evidence of persistent offending by the Warwickshire Hunt over many years. No evidence had been found to show any convictions for any of these offences. She stated that the Chief Constable had a responsibility to ensure that Warwickshire Police enforced the law; however, events since 2021 showed that the Chief Constable had failed to do this. She stated that the Police and Crime Commissioner's role was to hold the Chief Constable to account. She highlighted that policing of the Warwickshire Hunt had attracted national media attention, including two Channel 4 News bulletins. She requested details of specific actions proposed by the Commissioner to ensure that the Chief Constable would be held accountable for the lack of enforcement against the Warwickshire Hunt as well as a timescale for when action would be taken.

Dr Taylor highlighted that the Commissioner had been quoted in an article published by the Kenilworth Nub News on 4 May 2024 that "I will be acting for all communities and residents of Warwickshire, without fear or favour. I am now looking forward to preparing a new Police and Crime Plan. I will be getting out amongst our communities and residents to listen to what they have to say and to feed that into my conversations with the Chief Constable and other senior officers. I want communities to understand that the Police are there to protect them, that there are increased numbers, and they are doing everything they can to engage with and listen to residents. That will be a priority for me, and I think this will also help with those who have a fear of crime." Given his public commitment to acting without fear or favour for all communities

in Warwickshire, Dr Taylor asked the Commissioner to confirm that he would act on his intention to engage with rural residents and arrange to meet with rural residents and community groups to ensure that the voices of those opposed to hunting could be heard. She highlighted the importance of ensuring that members of the community were given an opportunity to voice their concerns before the commencement of the cub hunting season in August.

The Chair moved that the question be referred to the PCC. This was seconded by Councillor Poole and agreed unanimously by the Panel.

The Commissioner thanked Dr Taylor for her questions. He refuted the suggestion that Warwickshire Police operated with a pro-hunting bias, stating that the Force sought to treat all parties fairly. He emphasised Warwickshire Police's duty to enforce the law and gather evidence where the law had been broken. He stated that some of the points raised by Dr Taylor had been addressed at earlier meetings; however, Dr Taylor was right to assert that the Chief Constable was in operational command of Warwickshire Police, and it was the role of the PCC to hold her to account. He had discharged this duty faithfully by speaking with the Chief Constable on several occasions about breaches of fox hunting legislation as well as anti-social behaviour on Warwickshire's roads. Reports from members of the public were treated with seriousness by Warwickshire Police – where evidence allowed, prosecutions would follow. He highlighted the complexity of hunting legislation. The Crown Prosecution Service required a high standard of evidence to make a prosecution. At present, matters were proceeding through the courts to charge members of the Warwickshire Hunt for breaches of the Hunting Act 2004. He highlighted Dr Taylor's statement that there had been no convictions for offences under the Hunting Act – this was a consideration for the Judiciary which operated independently from Warwickshire Police or the PCC. However, he emphasised that Dr Taylor's questions had alighted on areas where there was learning to be done by Warwickshire Police. He expressed his hope that this learning would inform development of the proposed Public Code of Behaviour and lead to improved public confidence.

The Commissioner stated that he had held many meetings with rural communities including meetings with farmers, community groups and parish councils. He had also accompanied the Rural Crime Team to broaden engagement activities.

The Chair advised that further discussion of the question should be curtailed due to pre-election period sensitivities. However, the subject could be revisited at future meetings. The Panel would write to Dr Taylor following the meeting to provide guidance about options to progress her concerns.

A second request for public speaking had been received by the Panel from Ms Rachel Tipping. As Ms Tipping was unable to attend the meeting, the question was read aloud on her behalf:

I am getting in touch with the Panel as a very upset and concerned Warwick resident to raise the issue of the way the Warwickshire Hunt operate and the nature of the relationship it has with Warwickshire Police.

I note that the 'secret deal' between Warwickshire Police and the Warwickshire Hunt has

now been replaced with a proposal to introduce a Public Code of Behaviour to "set out in a transparent way the expectations for anyone taking part in trail hunting activities in the county". Please can the Police and Crime Commissioner explain how this differs from previous police action/protocols regarding the Warwickshire Hunt and what assurances do the public have that there will be tough police action for blatant breaches of the hunting legislation?

Please can the Panel also outline how they intend to keep pressing the Police and Crime Commissioner on this matter to ensure that the Warwickshire Hunt is held to account for the crimes they are committing? I am deeply concerned that Warwickshire Police are seemingly turning a blind eye to what is happening and are facilitating this barbaric sport through weak action which seems to be supported by the Police and Crime Commissioner. I have contacted Warwickshire Police about this matter, but they have remained silent on all accounts. I feel deeply saddened and powerless that a public body trusted with upholding the laws of the UK in my local town is ensuring cruelty to animals persists in the Warwickshire countryside.

Fox hunting and the terrible way this crime is dealt with in Warwickshire is a matter that is important to the local community and an issue that Warwickshire residents will not forget.

The Chair moved that the part of the question directed to the PCC be referred for a response. This was seconded by Councillor Poole and agreed unanimously by the Panel.

The Commissioner emphasised that he rejected the assertion that he, or anybody else, had been involved in any concerted effort to protect the Warwickshire Hunt. As he had previously stated, there was no pro-hunt bias. Any individual or group anywhere in the County was expected to abide by the law. Warwickshire Police would investigate any reports of unlawful behaviour and, where appropriate, make charges. The Commissioner highlighted his responses to public questions about policing of the Warwickshire Hunt at previous meetings. He had sought to give full and complete answers to these questions; there had been no attempt to ignore the issue. The Commissioner stated that he could not become involved in operational matters. However, he had consistently highlighted public concerns to the Chief Constable.

The Commissioner stated that, ultimately, his role was to hold the Chief Constable to account and to ensure an effective and efficient police force for Warwickshire. He had discussed the issue of policing of the Warwickshire Hunt with the Chief Constable on many occasions. The Chief Constable had provided assurance that evidence was carefully examined to determine whether there were grounds to bring about prosecutions. It was common for difficulties to be experienced with submitted evidence. Often, video evidence could not be verified or those reporting incidents expressed unwillingness to attend court hearings to support their statements.

The Commissioner re-emphasised that the issue was treated with seriousness by Warwickshire Police. However, there was a need for greater transparency and the Force needed to do more to give confidence to members of the public. For these reasons, he had committed to an Independent Review of policing of the Warwickshire Hunt which would examine adherence to the Hunting Act as well as reported incidents of anti-social behaviour on the highway. The terms of reference and the agency to undertake the Review were in the

process of being finalised. An announcement would be made shortly after the General Election. He advised that the Force was in the process of developing a Public Code of Behaviour. Efforts would be made to feed learning derived from the Independent Review into the Public Code of Behaviour to inform its operation.

The Chair stated that the issue of policing of the Warwickshire Hunt remained an ongoing concern for the Panel. The Panel would take a close interest in the progress of the Public Code of Behaviour as well as the proposed Independent Review. He advised that the Panel would write to the Commissioner to outline its wish for transparency in the development of the Independent Review including details of the agency appointed to undertake the work, its terms of reference, how the findings of the Review will be reported, and a timescale for completion of the work.

4. 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 March 2024. He advised that work had begun to produce a new Police and Crime Plan for Warwickshire. This would be informed by a comprehensive public consultation. Efforts would be made to present the draft Police and Crime Plan to the Panel at the meeting in November 2024 with the aim of publishing a final version in late 2024. He emphasised that the current Police and Crime Plan ran to March 2025 which provided some leeway should there be any unforeseen delays.

The Chair highlighted commentary on page 2 of the Report outlining the Commissioner's priorities for the next four years as set out during the PCC election campaign. He asked if rebuilding public trust and confidence in policing should feature more prominently as a priority.

The Commissioner acknowledged the importance of ensuring that Warwickshire residents had trust and confidence in the Force, stating that delivery of the six priorities set out in the report would help to achieve this. The updated Police and Crime Plan would also include a dedicated section on trust and confidence in policing.

In response to Andrew Davies, the Commissioner stated that there were serious concerns within the Criminal Justice System about the national shortage of prison places. 'Operation Safeguard' was in place to make police cells available to temporarily accommodate prisoners to ease pressure on prisons. At present, Warwickshire Police's custody blocks were not being used to accommodate any prisoners. He advised that the Government proposed to open a new prison in the north of England to accommodate approximately 1,200 inmates. This would significantly ease pressure on prison places. He stated that the early release of prisoners was concerning. However, eligibility criteria prevented certain categories of offenders from being allowed early release. To date, early release of prisoners had not resulted in any serious problems in Warwickshire.

In response to Councillor Gist, the Commissioner advised that, conditional upon her re-appointment, the Deputy Police and Crime Commissioner would take an active role in the Warwickshire Violence Against Women and Girls (VAWG) Board. He emphasised that Domestic Abuse and VAWG were treated as high priority areas. Following the meeting, he would provide an update to the Panel on the progress of research being undertaken by the Office of the Police and Crime Commissioner (OPCC) to produce a gap analysis examining diversionary support offered to perpetrators of Domestic Abuse and VAWG.

In response to the Chair, Polly Reed (Chief Executive, OPCC) advised that it was planned to update the layout of the OPCC website to make it simpler to locate minutes of 'holding to account' meetings between the PCC and Chief Constable. She advised that the format of 'holding to account' meetings had been updated since May 2024 which had resulted in changes to the type of minutes uploaded to the website. An update on the refreshed approach would soon be posted on the website. However, she emphasised the OPCC's willingness to provide help to locate specific minutes if needed.

In response to the Chair, the Commissioner advised that it was a statutory requirement for the PCC to consult with the public to gather views about policing ahead of producing a new Police and Crime Plan. He emphasised the benefits of ensuring that a comprehensive and far-reaching consultation was undertaken. This would encompass engagement with a diverse range of communities across ethnicities. The consultation would gather views from residents and businesses covering a representative geographical spread across boroughs and districts. He advised that the consultation would be underway by the time of the Panel's next meeting in September 2024. There would be an opportunity to update the Panel on its progress at this meeting.

Polly Reed suggested that the Panel's Planning and Performance Working Group may wish to examine plans for the consultation in more detail. It was agreed to add this as an item on the Group's Work Programme.

5. Annual Report of the Police and Crime Commissioner 2023/24

The Police and Crime Commissioner (PCC) introduced his Annual Report which outlined activities and progress over the course of 2023/24. He stated that it had been an eventful period which included the PCC Elections in May 2024 and the culmination of the Police and Crime Plan 2021-25. Efforts had been made to realise as many of the remaining Police and Crime Plan objectives as possible within its final full year. There was more work to be done which would be outlined within the next iteration of the Police and Crime Plan.

Councillor Sinnott highlighted commentary in the report relating to Police and Crime Plan monitoring to assess progress against the success measures of the Plan via Red, Amber, and Green (RAG) status ratings. He sought clarification of the levels of progress indicated by RAG ratings against each priority area.

The Commissioner advised that a red rating would indicate that no progress had been made. A green rating signified that the objective had been achieved. In some cases, an amber rating was appropriate. For example, the Force had a target to recruit 1,100 officers in 2023/24. It had surpassed this target by achieving a headcount of 1,130. However, the target to increase the number of Police Community Support Officers (PCSOs) had presented some challenges. As a result, an amber rating was indicated to acknowledge that the Force had prioritised recruitment of police officers over PCSOs. However, Warwickshire Police was making good progress to recruit PCSOs. There would be opportunities to convert this rating from amber to green by the conclusion of the current Police and Crime Plan in March 2025.

In response to Councillor Sinnott, the Commissioner advised that a data-led approach had been taken to gauge progress against Police and Crime Plan priority areas in keeping with the Panel's previous recommendation that specific attention be given to performance against targeted

outcomes. There were areas where statistical analysis was informative. However, in some circumstances statistics could be misleading. For example, increased reporting of Domestic Abuse could be interpreted as a positive indicator, demonstrating that more victims felt confident to come forward allowing better progress to be made. Rather than relying solely on statistics, a complex set of indicators were used by the Office of the Police and Crime Commissioner (OPCC) to judge Warwickshire Police's performance against priority areas. He suggested that analysis by the Panel's Planning and Performance Working Group would help to inform a more developed understanding of how the RAG ratings had been determined.

In response to Councillor Jenkins, the Commissioner advised that he held regular meetings with the OPCC's Performance Team to examine the gamut of performance indicators across categories of crime. This provided an opportunity to identify areas that required additional attention which could then be raised during meetings with Chief Constable.

Polly Reed (Chief Executive, OPCC) advised that RAG ratings were determined by a series of complex spreadsheets to analyse performance across sub-categories of Police and Crime Plan priority areas. This information was regularly presented to the Panel's Planning and Performance Working Group. She advised that the Commissioner's new term of office provided an opportunity to review methodologies and adjust the approach to performance monitoring if required. She highlighted elements of the PCC's role that required negotiating and influencing skills, such as working with partnership organisations to achieve better outcomes. In these cases, delivery of services was outside of the Commissioner's direct control.

In response to the Chair, the Commissioner stated that the 'People' pillar of the Empower Change Programme had been implemented. The geographic policing model with command centres in the north, east, and south of the County had embedded well. It was considered that the new operating model provided resilience and stability.

The Commissioner advised that the 'Place' pillar of Empower, which focused on the Force's estate, would take longer to fully implement. A programme to refurbish, renovate and modernise police buildings was underway. Much of the Force's estate was comprised of freeholds. Therefore, it was prudent to look after these buildings. It was also proposed to update car parking arrangements at Leek Wootton Police Headquarters to mitigate pressure on spaces. There would also be a focus on carbon emissions and advancement of the sustainability programme including a pilot scheme to increase the number of electric vehicles used by the Force. Attention would also be given to opportunities to rationalise the estate. However, he emphasised the importance of retaining a police presence in town centres.

The Commissioner provided an overview of the 'Technology' pillar of Empower, stating that during the era of the Strategic Alliance with West Mercia Police, Warwickshire Police was among the worst served police forces nationally for provision of ICT. Since then, Warwickshire Police had established itself as one of the leading forces nationally for ICT. This had been achieved by investment of c.£30m leading to provision of strong ICT infrastructure. The Force was equipped with modern equipment which supported more efficient working. The introduction of robotics to automate routine administrative tasks had also increased efficiency.

In response to the Chair, the Commissioner advised that an ongoing process of evaluation had been followed throughout the implementation of the Empower Programme to gauge where improvements could be made and monitor the timescale for delivery. Empower had improved the

resilience of Warwickshire Police. However, there was a need to continue to adapt and respond to changing circumstances. He stated that the findings of His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) in relation to Empower would be received with interest following the anticipated inspection of Warwickshire Police in January 2025.

The Chair stated that the briefing by the Chief Constable and her Senior Leadership Team to the Panel in January 2024 had provided insight into the benefits of Empower. He emphasised the advantages of a detailed evaluation of the implementation of Empower to judge whether it had delivered against each of its objectives and provided the best possible value for money.

The Commissioner emphasised that there had been a need for Warwickshire Police to rebuild itself as a standalone force following termination of the Strategic Alliance. He expressed confidence that the focus on 'People', 'Place', and 'Technology' had provided an effective means to undertake this work. He had sought to monitor the implementation of Empower from an independent vantage point and to represent the views of Warwickshire residents of what was required to provide the best possible delivery of police services.

The Chair thanked the Commissioner for his Annual Report. It would be responded to formally in writing following the meeting.

The Panel's letter to the Commissioner in response to the Annual Report is appended to these minutes.

6. Community Safety Partnerships

The Police and Crime Commissioner (PCC) introduced the report which provided details of the relationship between the PCC and the five Community Safety Partnerships (CSPs) in Warwickshire as well as an overview of CSP responsibilities.

The Commissioner expressed his support for CSPs. He had sought to provide funding to help CSPs achieve their objectives, and there were no plans to make any significant changes to the arrangements in place for CSPs. He encouraged members of the Panel who also served on CSPs to take steps to promote multi-agency working – for example, by inviting representatives of housing associations, health services and other organisations to CSP meetings to broaden discussion of community safety.

7. Appointment of the Planning and Performance Working Group

The Chair introduced the report, stating that the Planning and Performance Working Group had operated effectively over the 2023/24 municipal year. He praised the contributions made by the Office of the Police and Crime Commissioner (OPCC) which had been highly valued by the Group. The Working Group provided an effective means to explore topics in detail and inform the Panel's broader work programme. He highlighted the Terms of Reference and sought volunteers from the Panel to join the membership of the Working Group for 2024/25. Councillor Barbara Brown, Councillor Jim Sinnott and Mr Andrew Davies indicated that they would like to sit on the Working Group in the municipal year ahead.

The Chair suggested an amendment to recommendation 3 of the report to authorise the Panel's Support Officer to "confirm arrangements for working groups, and appointments thereto, following

liaison with Panel members.” This would make it possible to also reconvene the Budget Working Group in 2024/25. The Support Officer would contact members of the Panel following the meeting to seek volunteers to sit on the Budget Working Group.

In response to the Commissioner, the Chair advised that the Terms of Reference of the Budget Working Group would be reviewed with the PCC and his Office prior to any decision to formally reconstitute the Group.

Resolved:

That the Police and Crime Panel:

1. Confirms the continuation of the Planning and Performance Working Group.
2. Confirms the Working Group’s Terms of Reference.
3. Authorises the Panel’s Support Officer to confirm arrangements for working groups, and appointments thereto, following liaison with Panel members.

8. Report of the Planning and Performance Working Group

Councillor Barbara Brown introduced the report which summarised the Planning and Performance Working Group’s meeting of 28 March 2024. She highlighted the value that the Group brought to the wider work of the Panel. Meetings were utilised to undertake detailed analysis of Warwickshire Police’s performance and the content of ‘holding to account’ meetings between the Police and Crime Commissioner (PCC) and Chief Constable. An evidence-based approach was taken. This provided insight into how strategic initiatives set by the Commissioner were operating in practice.

Councillor Brown highlighted the work that would be undertaken to develop an approach to measuring performance across specific areas of community concern with a focus on the tangible outcomes of the Commissioner’s Budget for 2024/25. Four areas had been selected for this work – Anti-social Behaviour, Performance of the 101 Service, Crime Detection Rates, and the impact of the 10 new officers funded by the PCC’s Budget. She highlighted the scale of this undertaking which would require a systematic, methodical approach by the Group.

The Commissioner highlighted the considerable improvements which had been made to the performance of the 101 Service, including a significant reduction in the average response time for a non-emergency call. He also highlighted the range of resources available to the Working Group including detailed data analysis across categories of crime. This information could be procured from the Office of the Police and Crime Commissioner (OPCC).

9. Annual Report of the Police and Crime Panel 2023/24

The Chair introduced the Annual Report which provided a summary of the Panel’s activities and achievements during 2023/24 as well as priorities for the municipal year ahead.

The Chair highlighted the ‘Looking Forward’ section of the Annual Report outlining the key areas of focus for the year ahead. He suggested that an additional paragraph be added to provide details of the work that would be undertaken by the Planning and Performance Working Group to measure performance across the four areas of community concern so that clearer visibility around progress can be reported to the public with a focus on the tangible outcomes of PCC’s Budget for 2024/25.

The Chair suggested that details of the Panel's intention to examine holding to account activities by the Commissioner also be added to the 'Looking Forward' section of the Annual Report. This would include advocating transparency in the development of the Independent Review into the circumstances of policing of the Warwickshire Hunt as discussed earlier during the meeting.

It was resolved that these amendments would be made to the Panel's Annual Report. The updated version would be presented at the meeting in September 2024 to be endorsed by the Panel.

10. Issues Raised by Community Safety Partnerships

No issues had been raised by Community Safety Partnerships (CSPs) ahead of the meeting.

11. Work Programme

The Panel noted the Work Programme.

12. Dates of Meetings

The Panel noted the dates of future meetings.

13. Any Urgent Items

There was none.

14. 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.

15. Exempt Minutes

The exempt minutes of the meeting held on 7 March 2024 were confirmed as an accurate record and signed by the Chair.

16. Complaints

It was confirmed that no complaints had been received since the last meeting requiring the Panel's attention.

The meeting rose at 15:25.

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Chair



Mr Andy Davis
Warwickshire Police and Crime Panel Chair
Shire Hall
Warwick
CV34 4RL
www.warwickshire.gov.uk

Mr Philip Seccombe
Police and Crime Commissioner for Warwickshire
Warwickshire Police Headquarters
PO Box 4
Leek Wootton
Warwickshire
CV35 7QB

By email: philip.seccombe@warwickshire.police.uk
cc: Polly Reed (OPCC): polly.reed@warwickshire.police.uk

5 July 2024

Dear Mr Seccombe,

Annual Report of the Police and Crime Commissioner 2023/24

Thank you for attending the meeting of the Police and Crime Panel on 20 June 2024 and presenting your Annual Report for 2023/24. The Panel was grateful of your detailed responses to questions raised at the meeting.

The Panel was encouraged to receive details of the range of performance measures taken into consideration to determine Red, Amber, and Green (RAG) ratings to assess Warwickshire Police's progress against Police and Crime Plan priority areas. The suggestion that the Panel's Planning and Performance Working Group continue to undertake analysis of across key areas of performance was welcomed by the Panel. This will provide insight into how strategic initiatives are operating in practice, broadening the Panel's ability to provide challenge and support as your 'critical friend'.

The proposed briefing to the Working Group on the consultation to gather views about public priorities for policing ahead of preparation of the new Police and Crime Plan will also support the Panel's ability to provide challenge and support. The Panel has indicated its interest in gauging levels of trust and confidence in policing, and members were encouraged to hear that a comprehensive and far-reaching consultation is proposed. The Panel will take a close interest in the findings of the consultation.

At the meeting, the Panel was grateful to receive details of the progress of implementation by Warwickshire Police of the Empower Change Programme across the three pillars of 'People', 'Place', and 'Technology'.

The Panel noted that, under 'People', the geographic policing model with command centres in the north, east, and south of the County has embedded well. Under 'Technology', the Panel recognised the scale of the work undertaken to transform Warwickshire Police from one of the worst served police forces nationally for provision of ICT to a national leader in this field. This has been an impressive achievement. Under 'Place', the Panel noted that there was still work to be done, including progression of the Force's Sustainability Programme. Details of the pilot scheme to increase the number of electric vehicles used by the Force were received with interest, and the Panel would welcome an update on the findings of this trial at an appropriate time.

The Panel was encouraged to hear that an ongoing process of evaluation has been followed throughout the implementation of the Empower Programme to gauge where improvements could be made and monitor timescales for delivery. The Panel recognises the scale of the project, and the need to continue to adapt and respond to changing circumstances. At the meeting, the Panel emphasised the potential advantages of a detailed evaluation of the implementation of Empower to judge whether it has delivered against each of its objectives and provided the best possible value for money. The Panel would be grateful to receive any details should such an evaluation be undertaken. This could be contrasted with the findings of His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) in relation to Empower following the anticipated inspection of Warwickshire Police early next year.

In conclusion, the Panel was pleased to note your Annual Report and looks forward to continuing to work as your 'critical friend' in the municipal year ahead.

Yours sincerely,



Mr Andy Davis
Warwickshire Police and Crime Panel Chair

Warwickshire Police and Crime Panel

Monday 24 June 2024

Minutes

Attendance

Panel Members

Andy Davis (Chair) (Independent Member)
Councillor Derek Poole (Vice Chair) (Rugby Borough Council)
Councillor Natalie Gist (Stratford-on-Avon District Council)
Councillor David Humphreys (Warwickshire County Council)
Councillor Tim Jenkins (Nuneaton & Bedworth Borough Council)
Councillor Jim Sinnott (Warwick District Council)

Officers

John Cole, Senior Democratic Services Officer
Caroline Gutteridge, Senior Solicitor – Legal Service Manager, Commercial and Regulatory

Others Present

Emma Daniell, Preferred Candidate
Philip Seccombe, Police and Crime Commissioner for Warwickshire
Neil Tipton, Head of Media and Communications, Office of the Police and Crime Commissioner

1. General

The Chair reminded attendees that the meeting was being held during a period of heightened political sensitivity ahead of the General Election on 4 July 2024. Therefore, particular care was needed to ensure that comments or questions could not be perceived as seeking to influence public support for any candidate or political party.

(1) Apologies

Apologies for absence were received from Mr Andrew Davies, Councillor Jenny Fradgley, and Councillor Bhagwant Singh Pandher, as well as from Polly Reed (Chief Executive, OPCC).

(2) Disclosures of Pecuniary and Non-Pecuniary Interests

There was none.

2. Appointment of a Deputy Police and Crime Commissioner

Following notification by the Police and Crime Commissioner (PCC) of his intention to reappoint Mrs Emma Daniell to the role of Deputy Police and Crime Commissioner (DPCC), the Panel held a

Confirmation Hearing in accordance with Schedule 1 of the Police Reform and Social Responsibility Act 2011.

The Panel noted the report for the reappointment of the DPCC provided by the Commissioner which included details of the proposed postholder, the criteria used to assess the suitability of the candidate and how the candidate satisfied these criteria, the job description and terms and conditions under which the candidate was to be appointed, as well as the job profile and person specification.

The Commissioner stated that, following his re-election for a third term in May 2024, he had resolved to reappoint the incumbent DPCC, Emma Daniell, recognising her success in the role since her initial appointment in May 2022. In accordance with the Police Reform and Social Responsibility Act 2011, the appointment process specified that the reappointment of a DPCC follow the same approach as for a new postholder. As such, a Confirmation Hearing was required.

The Commissioner commended Emma Daniell to the Panel.

The Panel asked a series of wide-ranging questions to Emma Daniell related to her professional competence and personal independence. Emma Daniell provided detailed responses enabling the Panel to assess her suitability for the role.

Following the meeting, the Panel would hold a private meeting to determine its recommendation to the Commissioner on the suitability of the proposed appointment.

The Panel's letter to the Commissioner of 25 June 2024 is appended to these minutes.

The meeting rose at 14.33.

.....
Chair



Mr Andy Davis
Warwickshire Police and Crime Panel Chair
Shire Hall
Warwick
CV34 4RL
www.warwickshire.gov.uk

Mr Philip Seccombe
Police and Crime Commissioner for Warwickshire
Warwickshire Police Headquarters
PO Box 4
Leek Wootton
Warwickshire
CV35 7QB

By email: philip.seccombe@warwickshire.police.uk
cc: Polly Reed (OPCC): polly.reed@warwickshire.police.uk

25 June 2024

Dear Mr Seccombe,

Reappointment of Deputy Police and Crime Commissioner

Thank you for attending the Confirmation Hearing held on 24 June 2024 and providing details of your intention to reappoint Mrs Emma Daniell to the role of Deputy Police and Crime Commissioner.

In accordance with Schedule 1 of the Police Reform and Social Responsibility Act 2011, I write to confirm that the Panel has resolved to approve the proposed appointment of Emma Daniell to this role.

The Panel was grateful of the detailed responses Emma provided to the wide-ranging questions posed by members. In its analysis, the Panel reflected on the aptitude Emma has shown for engagement with communities across Warwickshire. The Panel was also impressed by Emma's responses to questions relating to holding to account of the Chief Constable which demonstrated expertise and self-assurance.

On behalf of the Panel, I would like to wish Emma every success in carrying out her role throughout the next term of office.

Yours sincerely,

A handwritten signature in black ink, appearing to read "A Davis".

Mr Andy Davis
Warwickshire Police and Crime Panel Chair

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Police and Crime Panel

26 September 2024

Police and Crime Commissioner's Report

Report Date	9 September 2024
Security Classification	Official
Disclosable under Freedom of Information Act?	No – v1

Standing Agenda Items

1. Details of key activities and decisions taken since the previous meeting
2. Details of any emerging local and national issues.
3. Climate change and sustainability considerations.
4. Progress made against Police and Crime Plan objectives
5. Criminal Justice System considerations.
6. Governance and holding to account activities
7. National Crime and Policing Measures
8. Communications and engagement activities
9. Grants and commissioning
10. Financial summary

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1. Introduction

The purpose of this report is to provide the members of the Warwickshire Police and Crime Panel with an update, since the Panel's last scheduled meeting on Thursday 20 June 2024, on my key activities as the county's Police and Crime Commissioner (PCC), those of my Deputy Police and Crime Commissioner (DPCC), and the Office of the Police and Crime Commissioner (OPCC).

At this previous meeting of the Panel, in addition to those subjects already identified in the standing agenda items and the scheduled work programme, it was noted that:

1. "The Panel would write to the Commissioner to outline its wish for transparency in the development of the Independent Review for the Warwickshire Hunt, including details of the agency appointed to undertake the work, its terms of reference, how the findings of the Review will be reported, and a timescale for completion of the work."
 - A letter of 5 July 2024, 'Statement Regarding Policing of Hunting and Proposed Independent Review' was consequently sent by the Panel.
 - A letter of the 8 August 2024, 'Independent Review' was provided to the Panel in response to this request for further information.
2. "The PCC would provide an update to the Panel on the progress of research being undertaken by the Office of the Police and Crime Commissioner (OPCC) to produce a gap analysis examining diversionary support offered to perpetrators of Domestic Abuse and VAWG."
 - A report has been prepared by the OPCC for consideration by the Police and Crime Panel Performance and Planning Working Group at its next meeting on Thursday 19 September 2024.
3. "The Panel's Planning and Performance Working Group may wish to examine plans for the public consultation for the next Police and Crime Plan in more detail"
 - A report has been prepared by the OPCC for consideration by the Police and Crime Panel Performance and Planning Working Group at its next meeting on Thursday 19 September 2024

2. Deputy Police and Crime Commissioner

In addition to the Panel's last scheduled meeting, the Panel also convened on 24 June 2024 to hold a confirmation hearing under 'Schedule 1 of the Police Reform and Social Responsibility Act 2011' to consider my proposal to appoint Emma Daniell as my DPCC during my new term of office. As the Panel are aware, Emma successfully served as my deputy during my previous term of office.

I thank the Panel for the rigorous scrutiny they applied to this process, and I congratulate Emma on her appointment. I am extremely grateful to Emma her commitment to public service in seeking to serve as my deputy, and I very much look forward to continuing to work with her as she focuses on her existing portfolio of priorities in support of my Police and Crime Plan.

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3. National issues

During August, outbreaks of violent disorder were seen across the England and Northern Ireland, with disgraceful scenes occurring at locations as far afield as Southport, Middlesbrough, Southampton, Belfast and in neighbouring areas such as Tamworth and Birmingham. News media showed us scenes including police officers being pelted with bricks and bottles, mosques attacked, shops being vandalised and ransacked, and hotels housing asylum refugees being surrounded by violent thugs. The sustained period of violence required robust action by all criminal justice agencies to send a clear message that such disorder would not be tolerated and there is no place for hatred in society.

In Warwickshire, there was no outbreak of disorder and rumoured protest activity did not materialise, thanks in no small part to the actions of Warwickshire Police. Officers were quick to make it clear that such behaviour was unacceptable and would be dealt with robustly. Additional patrols provided reassurance to residents, while the force also sent officers to other parts of the country to assist with disorder there. The bravery of our officers is never in doubt but is particularly highlighted in these circumstances. Three Warwickshire officers were briefly hospitalised while deployed to support other forces, though thankfully without serious injury.

The force's actions in dealing with this potentially dangerous situation had my full backing and support and I want to commend all those involved. That these incidents were seemingly sparked in the aftermath of the brutal and senseless murder of three innocent children in Southport is all the more troubling. I join the many voices who have spoken to condemn utterly the criminal minority of thugs and extremists who sought to hijack the tragedy for racist hatred and violence.

In the aftermath, there have been hundreds of arrests made across the country, with rapid action taken by police, prosecutors and those working in courts. While necessary and an important part of bringing the disorder to an end, it is not without consequence on the wider Criminal Justice System. I consequently convened an extraordinary meeting of the Local Criminal Justice Board to seek an understanding of situation among partners and I am continuing to monitor the situation. With many criminal justice partners operating regionally and with the ongoing national situation over prison capacity, these are issues which will continue to have impact on Warwickshire for some time to come.

4. Annual Report 2023/24

At the last meeting of the Panel, I presented a draft of my Annual Report 2023/24 prior to publication in accordance with 'Section 12 of the Police and Reform and Social Responsibility Act 2011'. I thank the Panel for its letter of 5 July 2024¹ in response to the report and note the comments made. The Annual Report has now been published on the OPCC website at: <https://www.warwickshire-pcc.gov.uk/>

¹ [\(Public Pack\) Minutes Document for Warwickshire Police and Crime Panel, 20/06/2024 14:00](#)

OFFICIAL

5. Police and Crime Plan 2021-2025

5.1. Fight crime and reduce offending

a) Violent crime

My office continues to work closely with Warwickshire County Council, District and Borough Councils, and the other Specified Authorities who hold the Serious Violence Duty, to oversee the implementation of countywide and locally led interventions to reduce serious violence during 2024/25, which have been funded by the Home Office.

The partnership group delivering the Serious Violence Prevention strategy continues to meet regularly and is supported by my office. The Community Safety Analysts posts that I fund are currently refreshing the data previously analysed to support the production of an annual report on the progress made.

b) Organised crime

My office continues to be involved in discussion regarding Warwickshire's strategic partnership approach to Serious Organised Crime (SOC) and how to provide clarity for an agreed approach in the coming years. There are links with this local partnership approach to the current review of the regional and national policing approach to SOC through the Regional Organised Crime Unit (ROCU) network.

Operation Stronghold (Clear, Hold, Build) activity continues with positive partnership working taking place including leaflet drops, environmental improvements and community intelligence gathering.

c) Reducing reoffending

The Integrated Offender Management (IOM) Delivery Board, at which my office is represented, continues to review IOM cases by considering the needs of individuals in terms of housing, health, substance use, and employment. The Board highlights potential gaps and agrees on the actions needed to address these matters.

5.2. Deliver visible and effective policing

a) Extra officers

A key pledge of my Police and Crime Plan 2021-2025 was to continue have more police officers 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.

For 2024/25 the force establishment is 1,122 officers, and as of August 2024 the full time equivalent (FTE) headcount strength stood at 1,115 officers. This figure is due to increase in September 2024 following the scheduled recruitment of 40 new officers.

b) Neighbourhood policing

- **Rural Crime**

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On Thursday the 8 August 2024, I hosted a seminar to discuss rural, wildlife and heritage crime in Warwickshire. The seminar was organised and led by my office and took place at the NFU, Stoneleigh. National, regional and local partners attended the seminar. The response was very encouraging, reflecting Warwickshire's strong reputation on these matters. The information and views gleaned from the seminar will be critical to the formulating of a new rural, wildlife and heritage crime partnership strategy for Warwickshire, which I have asked my office to lead on.



Figure 1: The delegates at the Rural Crime Workshop at NFU Headquarters, Stoneleigh.

c) Transforming the force

Warwickshire Police continues to implement and refine its 'Empower' change programme, consisting of three strategic strands. The 'Empower-Place' element seeks to deliver the force's Estates Strategy. The recruitment to the OPCC of a Strategic Estates and Assets Manager ensures that I have effective oversight of the complex and specialist subject of estates management and sustainability. Some of the areas of work that are in development include: -

1. The development of a PCC-led estates strategy setting out my aims of ensuring Warwickshire Police have facilities to meet current and future operational policing needs.
2. A condition survey has been completed on all PCC freehold owned estate to prioritise essential planned maintenance. The detail of which has been included within the 5-year medium term financial plan. The first year of projects have been approved and works have commenced, with oversight of the Strategic Estates and Asset Manager.
3. A review of accessing S106 developer contributions from Local Authorities has been undertaken with the aim of generating capital income from new housing development to offset the impact of expanding residential growth on Warwickshire Police within the County.

OFFICIAL

4. Leasehold management has been transferred to the OPCC from Warwickshire Police to ensure that as landlord, we have standardised, location driven, cost effective leases for Warwickshire Police to operate from.
5. Work has commenced on understanding the sustainability position of Warwickshire Police, to enable the development of sustainability strategy to map the road to decarbonisation. This covers not only the estates element, but fleet and business operations such as waste management.

5.3. Keep people safe and reduce harm

a) Violence Against Women and Girls

- **Rape and Serious Sexual Offences (RASSO)**

I am represented by my office at the Warwickshire Police's RASSO Steering Group to monitor force performance in this key area of police work, with an emphasis on scrutiny of the response and support provided to victims of rape and serious sexual assault. At the RASSO Scrutiny Panel meetings, the force reviews 'No Further Action' cases and talks about the investigative process. There are moves to make this a joint Police / CPS meeting and to have a joint chair.

In terms of performance there are some pleasing points to share. There was recently a self-assessment within the force in respect of Op Soteria. This is a unique police and Crown Prosecution Service (CPS) programme to develop new operating models for the investigation and prosecution of rape in England and Wales. On the whole, the feedback from the self-assessment was very positive and the force believes it is in a relatively good place. Last year the investigations that resulted in a criminal charge stood at approximately 5%, this year it is at 14%. Recent data from the CPS also reveals that Warwickshire performs well with an 83% conviction rate for the offence of Rape.

There are good relationships between the force and the Independent Sexual Violence Advisor service, which I commission and is delivered by Safeline, with regular meetings and surgeries taking place. The force undoubtedly is committed to further improving performance and engaging with partners as fully as it can.

b) Vulnerability

- **Right Care Right Person (Mental Health)**

Implementation of Right Care Right Person (RCRP) in Warwickshire continues to progress, overseen by my office. In February 2024, the changes in arrangements for 'Walkouts / Absent without leave' were successfully implemented. On 24 June 2024, this was followed in relation to responding to 'Concern for Welfare' incidents. Plans are now progressing with partners to implement changes to 'Transport' arrangements and also responding to 'Section 135 / 136 Mental Health Act 1983' cases, both of which are anticipated to be delivered in mid-Q3 2024/25.

- **Child and Adult Safeguarding – Strategic partnership arrangements**

My office has been supporting discussions and plans to separate the current Joint Safeguarding Partnership arrangements and revert it back into its two constituent

OFFICIAL

parts - a Child Safeguarding Partnership, and an Adult Safeguarding Board. The need for these changes arises from a combination of revised statutory guidance for child safeguarding: 'Worker Together to Safeguard Children'², together with the implementation of the new 'Families First for Children'³ arrangements in Warwickshire. The new partnership structures are scheduled to be implemented from September 2024 and my office will continue to be closely involved in monitoring, supporting and assisting both arrangements.

c) Road Safety

At a previous meeting with the Chief Constable, I sought reassurance as to the efficiency and capability of the force's Road Safety Unit (RSU). It was accepted that improvements in performance were required, and so it is pleasing to report that the RSU has been modernised and continues to develop its capacity through innovation and embracing modern technology.

The force now has three brand new 'speed detection' vans with 'state of the art' equipment. This will lead to increased, and more effective, deployments - including speed detection during the hours of darkness, representing a significant operational development. Both my office and the force receive representation from Warwickshire's communities regarding speeding, so this enhanced mobile capability will help to build public trust and confidence.

On 11 September 2024, I will lead a 'thank you' event at Old Shire Hall, Warwick for the county's Community Speed Watch (CSW) volunteers. I anticipate about 200 volunteers will be attending the event where we will celebrate their work and I will be presenting several 'long service awards'. CSW is a vital community volunteer tool in educating the public about the risk of excess speed and I am a very keen advocate of developing and supporting our CSW groups. Across the whole county there are now more than 50 groups who regularly deploy.

5.4. Strengthen communities.

a) Involving communities

- **National Volunteers Week**

National Volunteers Week commenced on Monday 3 June 2024, representing the 40th year of celebrating the contribution volunteers make to our communities.⁴ To acknowledge the occasion and further inspire more people to make a difference, my office participate in the two Volunteering Fairs that were held in Stratford and Atherstone.

On 5 June 2024, I attended a Volunteer Event in Ansty that the OPCC had arranged to acknowledge the volunteers from the two schemes that my office operates,

² [Working together to safeguard children 2023: statutory guidance \(publishing.service.gov.uk\)](https://publishing.service.gov.uk)

³ [Families first for children \(FFC\) pathfinder programme and family networks pilot \(FNP\) - GOV.UK \(www.gov.uk\)](https://www.gov.uk)

⁴ [Volunteers' Week – Volunteers' Week is a chance to say thank you for the fantastic contribution volunteers make. \(volunteersweek.org\)](https://volunteersweek.org)

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namely the Independent Custody Visitors (ICV) and the Adult Appropriate Adults (AA). The ICV schemes prevent the ill treatment of detainees and deliver effective oversight of police custody to ensure a safe environment and deliver public reassurance. The AA scheme provides support for those adults in police custody who may require additional assistance due to their vulnerability. I greatly value the contribution that these volunteers make to the critical area of police detention and the occasion provided an excellent opportunity to personally thank them for their public-spirited commitment.

- **Custody Detention Independent Scrutiny Panel.**

My office has continued to develop a Custody Detention Independent Scrutiny Panel (CDISP). This initiative is intended to provide greater independent scrutiny and oversight of Warwickshire Police's policies, practices, and procedure in respect of police detention; thereby helping to drive improvements and improve the trust and confidence of our communities.

On 4 September 2024, the CDISP met to consider the scrutinise and discuss the subject of 'use of force in the custody environment'. Observations and recommendations from the Panel are raised with the force through existing governance arrangements.

b) Crime Prevention and Partnership working

- **CSP Strategic Assessments**

The Panel will be aware that there is a requirement under the Crime and Disorder Act 1998 for Community Safety Partnerships (CSPs) to undertake a Strategic Assessment and write a Partnership Plan that sets out their priorities and strategies to prevent and reduce crime and disorder in their area. The Community Safety Analysts are leading the Strategic Assessment process, which is being closely supported by my office. We continue to work closely with community safety partners across the county on shared priorities.

- **Anti-social Behaviour (ASB)**

The £1m of 'Hotspot Response Funding' secured by my office for enhanced patrolling of 18 identified locations has resulted in an additional 2,341 hours of patrol, 25 arrests, and 22 Stop and Searches. The initiative is promoted as Operation Resolve in Warwickshire and the associated communication strategy has been an important element in its delivery, with frequent Warwickshire Connected and social media posts to inform communities of the work taking place.

The ASB Strategic Framework, mentioned in my previous report to the Panel is now in place having been endorsed by Safer Warwickshire Partnership Board and approved by three of the four local CSPs. The South Warwickshire CSP is expected to give approval at the November 2024 meeting.

OFFICIAL

5.5. Deliver better justice for all

a) Victims and Witnesses; b) Improved Communication

- **Victims and Prisoners Act 2024**

On 24 May 2024, the 'Victims and Prisoners Act' received Royal Assent. Implementation of the Act now sits with the new government and further detail is awaited from the Ministry of Justice. The Act makes provision in respect of: victims of criminal conduct and others affected by criminal conduct; the appointment and functions of advocates for victims of major incidents; an infected blood compensation scheme; the release of prisoners; the membership and functions of the Parole Board; prohibition of certain prisoners from forming a marriage or civil partnership; connected matters.

The Act is split into 5 parts to deal with all of these issues. There are two key areas where PCCs are named in the Act: -

1. Victim Code Compliance: PCC's will be expected to play a leading role in this work.
2. Duty to Collaborate: There will be requirement for agencies to collaborate more effectively in providing support services for victims of domestic abuse, criminal conduct of a sexual nature and serious violence. Again, the PCC will be expected to play a leading part in developing this collaborative approach.

In the recent King's Speech, the Government also referenced a number of key planned pieces of legislation that are designed to benefit victims of crime. The progression of the planned 'Victims, Courts and Public Protection Bill' and 'The Crime and Policing Bill', these will be monitored closely.

Elsewhere, as reported on in the media, the backlogs in Crown Court are still present. Local partners are working together to tackle the backlog as best as they can in the current circumstances, including a focus on ensuring clear communications with victims and witnesses. Yet, there are many external and uncontrollable contributing factors stifling progress - such as CPS recruitment and recruitment to specialist teams within Criminal Justice organisations; compounded by a prison capacity crisis. As highlighted in other areas of the country, this is an issue of national concern that ultimately requires additional help from the Government and its relevant departments.

c) Justice Outcomes

- **Local Criminal Justice Board (LCJB)**

Understanding the ever-increasing complexities of the Criminal Justice System (CJS), particularly when considering the dispensation of justice on a local level, remains a key objective for myself and the Office. For instance, LCJB members are engaged in constant, reciprocal communication with all relevant services in light of the recent widespread disorder exhibited across different areas in the country. As we have criminal justice agencies that operate on a regional footprint, it is unfortunately likely that this will have further ramifications for the CJS in the future, albeit how this will manifest is yet to be determined.

OFFICIAL

- **Women and Girls in the Criminal Justice System**

It is important that all criminal justice partners ensure that we are applying our best efforts to ensure that all Warwickshire residents who may transcend through the system (either as victim-survivors, witnesses, or offenders) receive fair and respectful treatment throughout their experience. Through a portfolio of workstreams directed by the LCJB, we are due to set-up our first Task and Finish group, which is to be focused on women and girls in the criminal justice system (via our Renewing Confidence in the CJS' priority). This workstream was identified as needing further partnership attention following an initial scoping exercise undertaken by my Criminal Justice Policy Officer, Grants and Commissioning Officer, and a Regional Partnership and Stakeholder Women's Lead for Probation. I very much look forward to updating the Panel on the progress of this Task & Finish group as and when appropriate.

6. Governance and Assurance

There are currently two formal meetings where I formally 'hold to account' the Chief Constable, in accordance with my statutory responsibilities: -

1. A weekly meeting with the Deputy PCC, OPCC Chief Executive and Deputy Chief Constable in attendance
2. A monthly Governance and Scrutiny Board (GPB), which is more formal than the weekly meetings and with a broader field of senior management attendance. The agenda is populated with items relating to the scrutiny of force performance, force establishment, estates, finance, and governance.

At each GSB a specific focus topic is included for in-depth scrutiny and challenge: -

2024

- January - Safeguarding children
- February - Victims and Witnesses Bill / Victims Code
- March - Strategic Policing Requirements
- April - Road policing
- May - N/A
- June - Retail and business crime
- July - Police custody detention
- August - Warwickshire Police culture
- September - Public Trust and Confidence
- October - Organised Crime Groups
- November - HMICFRS
- December - Counter Terrorism

Over the last 6 months the PCC has reviewed the way that holding to account takes place, noting the feedback given by the Panel previously. An update on the current approach will be given to the Planning and Performance Working Group on 19 September. Panel Members may also wish to review holding to account content on the website - [Holding the police to account - Office of the Police and Crime](#)

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[Commissioner for Warwickshire \(warwickshire-pcc.gov.uk\)](https://warwickshire-pcc.gov.uk) which is updated each month.

The PCC has made progress with the review of policing of activities related to hunting, and the work is due to start imminently.

6.2. National Crime and Policing Measures

The Panel has requested that information is provided on key performance indicators for Warwickshire Police, including as a standing agenda item the National Crime and Policing Measures (NCPM) that were introduced as consequence of the last Government's 'Beating Crime Plan 2021'.

The 'Specified Information Order 2011' (amended 2021) subsequently placed an obligation on PCCs to publish information regarding their force's performance in respect of the NCPM. For the information of the Panel, the latest SIO report for Q1 2023/24 is appended at Appendix A.

6.3. Police complaints

The issues and themes that result in public complaints against the police provides me with invaluable insight to enable me to secure 'trust and confidence' in Warwickshire Police on behalf of the county's communities. It also enables me to 'hold to account' the Chief Constable for the performance of the force's police officers and staff.

On 24 July 2024, I formally met with the force's Head of the force's Professional Standards Department (PSD) as part of my assurance arrangements for this critical area of business. The agenda incorporated the elements of anti-corruption, vetting, police complaints and performance data from the Independent Office for Police Conduct (IOPC).

On 9 August 2024, representative from the OPCC and PSD met with the IOPC to review the force's complaint handling performance, together with the OPCC's complaint review processes, for Q1 2024/25.

6.3.1 Complaint reviews

Since February 2020, I have had responsibility for carrying out the review of complaints in cases where the complainant remains dissatisfied following Warwickshire Police's handling of the complaint. This allows me with an avenue to provide a remedy where the service provided has not been acceptable. The Independent Office for Police Conduct (IOPC) retains this responsibility for more serious and complex complaints. In 2024/2025 to date, a total of eleven reviews have been completed with recommendations made to Warwickshire Police in cases where either the handling or outcome to the complaint has not been 'reasonable and proportionate'.

OFFICIAL**6.4 Joint Audit and Standards Committee**

The Joint Audit and Standards Committee (JASC) provides independent scrutiny, advice, and recommendations to both me and the Chief Constable on the adequacy of our governance and risk management frameworks.

The JASC last met on the 10 July 2024, where the Committee received a full update on a variety of subjects. This included a joint OPCC and PSD paper on Standards, Ethics and Police Complaints. At the meeting the JASC also considered the 'Internal Auditors Annual Report for 2023/24', which provides an evidenced opinion on the OPCC and Warwickshire Police's arrangements for governance, risk management and control measures.

The auditors reported that quality standards had been maintained and that controls were considered sufficient to prevent or detect serious breakdowns in systems and procedures. Based upon the results of work undertaken during the year, the opinion was that the control environments operated by the PCC and the force provided "substantial assurance" that the risks facing the respective organisations were being addressed.

The next meeting of the JASC is scheduled for Wednesday 25 September 2024.

6.5 Police and Crime Panel Performance & Working Group

On 9 July 2024, a meeting of the 'Police and Crime Panel Performance and Planning Working Group' was held. The OPCC were represented by Polly Reed (CEO) and Claire Morris (Head of Business Service and Assurance). At the request of the working group, the OPCC introduced a report on four areas of performance that the Panel wished it to focus on, namely: -

1. Crime detection.
2. Anti-social behaviour.
3. Non-emergency 101 service.
4. Visibility and engagement through additional recruitment.

I understand that the Chair of the working group will provide a summary of the meeting to the Panel.

The next meeting of the working group is scheduled for Thursday 19 September 2024.

7. Communication and Engagement

I have continued to undertake a full programme of engagements around the county, alongside my Deputy, Emma Daniell. These seek to reach as diverse a range of communities as possible. Some of the more notable occasions were: -

June:

- Student Office Graduation Ceremony, Leek Wootton
- Warwickshire Crimebeat, Whitnash. A grant-funded youth boxing initiative attended by the Deputy PCC)

OFFICIAL

June & July:

- Warwickshire Police workforce engagement seminars, addressing the whole workforce, volunteers and Special Constabulary at a series of events throughout June and July at the College of Policing, the British Motor Museum and at Woodland Grange.

July:

- Police Bravery Awards, London
- Burton Green Parish Council
- Aspire in Arts Celebration evening, Nuneaton (Grant-funded initiative)
- Whitacre & Shustoke Show

August:

- Resident's Engagement Day at Bailey Park, Bedworth
- Nuneaton North-East Neighbourhood Watch meeting

Emma, as my Deputy PCC, has continued to attend Warm Hubs across the county, including at Wembrook, Nuneaton. She has also joined officers on patrol in Stratford and Nuneaton.

Emma has also taken part in one Warwickshire Police's 'Walk with Us' events in Southam; the aim of this initiative is to encourage women to come and chat to friendly police officers about personal safety, with the walks open to all women over 18 living or working in Warwickshire. The relaxed, open events take the pressure off people and gives them the chance to feel comfortable enough to talk about any concerns they have. Officers have engaged with 30 women and girls so far, giving out advice and a number of personal attack alarms.

8. Commissioning and Grants

8.1. Government Grants

The PCC receives a number of specific grants, outside of core police funding, which it uses to commission services and deliver projects across the county. Many of these funding streams are coming to an end on 31 March 2025. These include:

- Home Office Safe Streets Funding Round 5
- MoJ funding to support victims of domestic abuse and sexual violence, including an increased provision of IDVAs and ISVAs
- Home Office Domestic Abuse Perpetrator Program
- Home Office Hotspot Response funding
- Home Office Serious Violence Duty funding

At the time of writing, we have received no indication of whether these grants will continue in their current format, a variation of their current format or indeed will cease entirely. My office is already beginning to plan for a range of potential

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scenarios, but the risk remains that support services provided to victims or project work to address priorities in my Police and Crime Plan may be adversely.

8.2 PCC Grants to third parties

This year 2024/25, I have made financial awards to 29 organisations under the Small Grants scheme, totalling £272,073: together with a further three organisations under the Road Safety Grant scheme, totalling £27,140.

On the 1 April 2024, all the grant funded projects commenced delivery and will continue until 31 March 2025. I have engagements planned with many of the recipients over the coming months and I also look forward to receiving their mid-year progress update reports to better understand how the funding is helping to deliver positive outcomes in line with my Police and Crime Plan.

Work on developing the 2025/26 PCC Grants Scheme is underway, and my Finance, Commissioning and Grants Team are planning to make some changes to the process, to ensure better value for money through more efficient and effective uses of OPCC resources, and also to streamline the process for applicants. The grants launch is planned for October 2024. On 12 September 2024, the OPCC is to hold a partnership event where further details will be shared with those attending

8.3 Commissioned services

My commissioning work has continued through the various contracts that commenced last year, and others that have commenced in 2024/25, to support victims and vulnerable groups within our communities. These services are funded through the local precept funding and also from £0.677m of core victim services funding received from the MOJ. Further details on all commissioned services are included in the directory on the OPCC website.

My office meets with commissioned service providers on a quarterly basis to discuss and scrutinise their key performance indicators and financial returns as part of the contract management process. Alongside the quantitative data they provide, qualitative data is also considered. This includes case studies, anecdotal comments from service users, and feedback from other stakeholder partners to ensure that providers are effective and performing and delivering support services that are meeting Police and Crime Plan priorities, delivering tangible positive outcomes for service users.

8. Finance

9.1. Statement of Accounts

Following the publication in May 2024 of the draft 'Statement of Accounts 2023/24' the external audit work has progressed well over the summer with the new auditors, Azets. They have completed the majority of their work on our accounts and are awaiting WCC pension fund assurances from Grant Thornton in order to complete the 2023/24 audit. A further update on progress will be given to the PCC and Chief Constable at the upcoming JASC meeting, with a view to signing off the 2023/24 Statements in the coming weeks.

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The police officer pay award has been agreed at 4.75%, payable from 1 September 2024, with an additional central government grant being provided to meet any costs above a 2.5% increase.

At the time of writing, there has been no agreement regarding the pay award for police staff, but this is unlikely to be funded. The budget includes a 2.5% increase for police staff, so any increase above this will be a cost pressure.

9.3. 2024/25 Budget Forecast

I continue to hold to account the Chief Constable for her spending against the 2024/25 revenue budget, and I receive regular monthly updates. At the end of July 2024, a forecast year-end underspend of £0.271m has been reported.

Expenditure on capital schemes is currently forecast to be £12.643m against a revised budget of £12.950m, including slippage from 2023/24. This includes capital investment in estates, ICT and fleet, which will be funded primarily from borrowing, revenue contributions, grants, s106 funding and reserves.

The closing balance on reserves is forecast to be £12.623m at year-end, which is slightly above that anticipated in the original budget. Reserve levels will be considered more fully as part of the budget process for 2025/26 to ensure they remain adequate to manage risk.

9.4. Budget Planning

Work on the budget has already commenced. The first joint meeting with the force is due to take place on 10 September 2024, where some of the main issues for 2025/26 and across the medium-term will be discussed. This work is timetabled over the coming months, but my aim remains to deliver a financial strategy and Medium-Term Financial Plan that is affordable, sustainable and resilient.

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APPENDIX A

National Crime and Policing Measures

Q1 2024/25

1. Introduction

The previous Government's National Crime and Policing Measures (NCPM) are intended to compliment the local priorities that are set out in Police and Crime Commissioners' (PCC) Police and Crime Plans; nonetheless the Government was clear that forces must achieve significant reductions in crime and restore the public's confidence in the criminal justice system. The six key priorities of the NCPM are: -

- 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.

1.1. Digital Crime Performance Pack

Data against these six measures is collated by the Home Office in its Digital Crime Performance Pack (DCPP). The current measures and baselines within the DCPP were agreed by the previous government and Home Office officials have not yet had a steer from Ministers as to how they wish to consider force performance going forward. As a result, from September 2024 the outliers process has been paused until such steer is given. The outlier pages within the DCPP have been removed to avoid any confusion

2. Specified Information Order

In August 2021, the 'Elected Local Policing Bodies (Specified Information) (Amendment) Order 2021' came into effect, requiring PCCs to publish information relating to a police force's performance against the NCPM and thereby enabling greater public scrutiny of police performance and to allow the electorate to hold PCCs to account more effectively. The order states that: -

- PCCs are required to provide a statement on the contribution of their force to achieving improvements against those priorities.
- The information must be published in a prominent place on the PCC's website. The purpose of this requirement is to make it as easy as possible for

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the public to access the information, and quarterly updates should be made following the publication of quarterly crime statistics.

3. Statement of Contribution.

On 31 March 2022, the Warwickshire Police and Crime Commissioner (PCC) formally published the 'Police and Crime Plan 2021-2025'. The objectives set within the plan have been formulated with consideration of the requirements of the NCPM.



Figure 1 – Police and Crime Plan 2021-25 'Plan on a Page'.

The PCC wants to ensure that all agencies are working together to reduce crime, support victims and make communities safer, to ensure delivery against the NCPM priorities. This collaboration is achieved through regular engagement with local communities, the police, partners, and community safety organisations. The PCC's position as the Chair of the Local Criminal Justice Board also enables him to monitor the provision of an effective and efficient criminal justice system in Warwickshire.

In terms of the PCC responsibilities to 'hold to account' the Chief Constable for the performance of Warwickshire Police, the PCC holds a formal monthly 'Governance and Scrutiny Board' (GSB) meeting with the Chief Constable. The purpose of the GSB is to focus on specific areas of force performance and is attended by senior officers and staff from the force and the Office of the Police and Crime Commissioner (OPCC). The minutes of the meetings are published on the OPCC website. At each GSB a topical 'Focus subject' of particular interest is selected for in-depth scrutiny and discussion.

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4. Warwickshire Police Overview

The Govt. baseline for NCPM is the performance data for the calendar year 2019 and there are specific measures for the six priority areas. The Home Office recognise that not all measures will apply equally to every force, so PCCs must consider how best to apply these measures in their force area. Warwickshire Police has therefore selected some additional proxy measures to assess the force's contribution towards these national priorities and the force will continue to develop its approach to ensure that the measures are aligned with the national position.

This report has principally been prepared through scrutiny of the performance data provided in Warwickshire Police's monthly performance reports for Q3 2023/24: -

- Performance Monthly Insights – June 2024.
- Performance Monthly Insights – May 2024.
- Performance Monthly Insights – April 2024.

A summary of the force's and OPCC position, with commentary, is provided as follows.

5. Reduce Murder and Other Homicides

5.1. Force data

- In 2023/24, there were six homicides recorded, an increase on the five recorded in the previous year.
- In Q1 2024/25, there were two homicides recorded. These rates of recorded homicide are comparable to the national average.
- The Home Office identify an 'outlier' as an increase equal or greater than five homicides (negative outlier), or a decrease equal or greater than five homicides (positive outlier), between the latest six-month period and the equivalent six-month period in the previous year.
- Warwickshire Police is not an 'outlier'.

5.2. OPCC Commentary

Murder and homicides are allied to the subject of Serious Violence and are therefore discussed in the following section.

6. Reduce Serious Violence

The Govt. measures are: -

- Offences involving the discharge of a firearm
- The force's proxy Hospital admissions for persons under 25 years old injured with sharp instrument (NHS measure).

The force's measures are: -

- Serious violence (Violence with Injury, and Robbery).

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- Offences involving knife crime or sharp instruments.
- Offences involving the use of a firearms.

6.1. Force data

a) Serious Violence - Seasonal

Violence with Injury

- The Home Office baseline is the data for 2019 data (n=4,649).
- In 2023/24, volumes (n=4,855) increased by +3% on the previous year.
- In Q1 2024/25, volumes (n=1,262) increased by +15% (n=1,094) when compared to the previous Q4 2023/24.
- Levels are seasonably variable and were consistent with both the 3-year average and forecast.
- In June 2024, the 3-month rolling average 'action taken' outcome rate was at 16.8%.

Robbery Personal

- The Home Office baseline is the data for 2019 (n=398).
- In 2023/24, volumes (n=347) increased by +5% on the previous year.
- In Q1 2024/25, volumes (n=117) increased by 23% (n=95) when compared to the previous Q4 2023/24.
- Levels were above the 3-year average and forecast: -

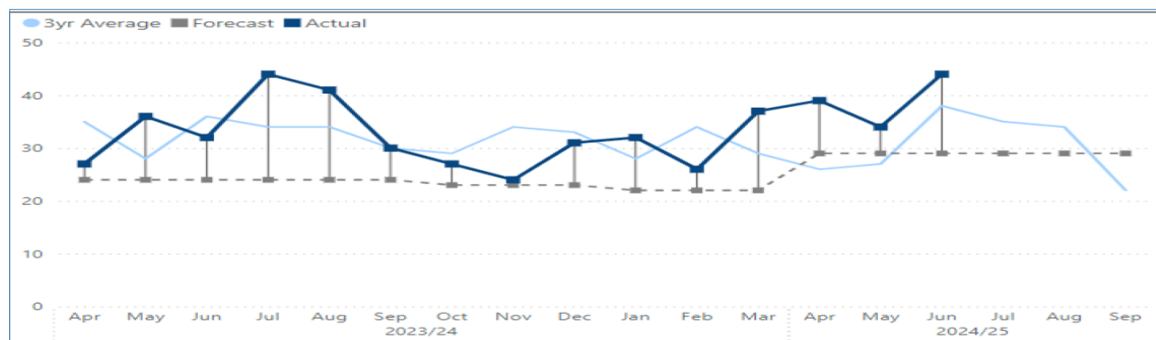


Figure 2: Robbery Volumes

b) Knife Crime

The Home Office data collection for offences involving knives or sharp instruments is limited to selected offences and certain weapon types. It excludes possession offences. Knife crime is not a designated Home Office crime category.

- In June 2024, volumes (n=27) were below the 3-year average.
- The force's Annual Data Return showed a -20% reduction in knife crime when compared to the previous year – a positive position!

c) Firearms

- The Home Office baseline is the 2019 data (n=57). The Home Office data collection reports on offences where a firearm was used as a 'threat'.

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- In 2023/24, volumes (n=64) increased by +20% on the previous year.
- In Q1 2024/25, there were 20 firearms offences recorded.
- The June 2024 volumes significantly decreased on the previous four-month volumes and was below the 3-year average.

6.2. OPCC Commentary

A question is to be raised at the 'holding to account' Q1 2024/25 Governance and Scrutiny Board (GSB), regarding the specific measures the force are taking to improve the 'action taken' outcome rates for robbery.

The OPCC continued to provide support and oversight of the application of the Serious Violence Duty (SVD) in the county, including attendance at the Serious Violence Prevention Partnership in April 2024, and finalisation of the required submissions to the Home Office for 2023-24 in relation to the SVD grant. The OPCC is now working closely with the Specified Authorities to finalise plans for further interventions to reduce serious violence that will take place during 2024-25.

Multi-Agency Public Protection Arrangements (MAPPA) oversee and manage some of the most serious offenders in the county, including violence and sexual offenders. Oversight and governance of the arrangements are delivered through a MAPPA Strategic Management Board (SMB). From April 2024, the OPCC has begun attending the SMB to give the PCC greater insight and assurance of MAPPA and to identify any further ways that the OPCC can support the responsible authorities to reduce the most serious reoffending.

7. Disrupt Drugs and County Lines

The Govt. measures are: -

- a) Drug Related Homicide.
- b) Police Referred Drug Treatment (supplied by Public Health England).

The force's proxy measures are: -

- a) Drug related homicides.
- b) Organised Crime Group (OCG) disruption.

7.1. Force data**a) Drug Related Homicide.**

The force does not disaggregate this information within the performance framework, due to the low volume of homicide within the county. External data indicates that since 2016 around 44% of the force's homicides carried a 'drug' marker, below the national rate. In 2023, Warwickshire Police completed a 'Homicide and Near Miss Problem Profile' that indicated that the drug market influenced 8% of such incidents.

b) Organised Crime Groups (OCG)

In June 2024, there were 97 approved disruptions of OCGs in the county. Of note is that 4 adults and 14 children were safeguarded during this period. Given the

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complexity and sensitivity of OCGs and County-lines activity, which predominately involves cross-border crime, qualitative comment cannot be provided without further context; it has however been noted that there has been a significant increase in OCG disruption during the last 12-months.

7.2. OPCC Commentary

A question is to be raised at the 'holding to account' Q1 2024/25 GSB, regarding the causes for the significant increase in OCG disruptions during the last 12-months.

The OPCC continues to provide support and oversight to the introduction of 'Project Stronghold' in Warwickshire, which is the county's partnership response to the rollout of the national 'Clear, Hold, Build' methodology, designed to make an area a safer place to live and work. This response aims to tackle organised crime groups acting in the neighbourhood, build community resilience, and improve confidence and trust in the police. My office also continues to influence the development of a coordinated countywide partnership strategy for SOC.

8. Reduce Neighbourhood Crimes

The Govt. measures are: -

- a) Burglary.
- b) Theft from, and of, vehicle (Crime Survey England & Wales - CSEW).
- c) Theft from Person.

The force's measures are: -

- a) & b) & c) Home Office Crime Recording categories.

8.1. Force data**a) Burglary (Home) - Seasonal**

- The Home Office baseline is the data for 2019 (n=2,694).
- In 2023/24, volumes (n=1,107) decreased by -2% on the previous year.
- In Q1 2024/25, volumes (n=267) decreased by -7% (n=287) when compared to the previous Q4 2023/24.
- Levels were consistent with the 3-year average and forecast.
- Of note is that in June 2024, 100% of reports were attended by police.
- Of note is that the action taken outcome rate for March and April 2024 demonstrates a significant improvement: -

b) Vehicle Crime

- The Home Office baseline is the data for 2019 (n=4,614).
- In 2023/24, volumes (n=4,090) decreased by -13% on the previous year.

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- In Q1 2024/25, volumes (n=1,117) increased by +7% (n=1,000) when compared to the previous Q4 2023/24.
- Of concern, is the consistently low levels of action taken outcomes for Vehicle Crime.
 - Volumes remained above the 3-year average and forecast: -

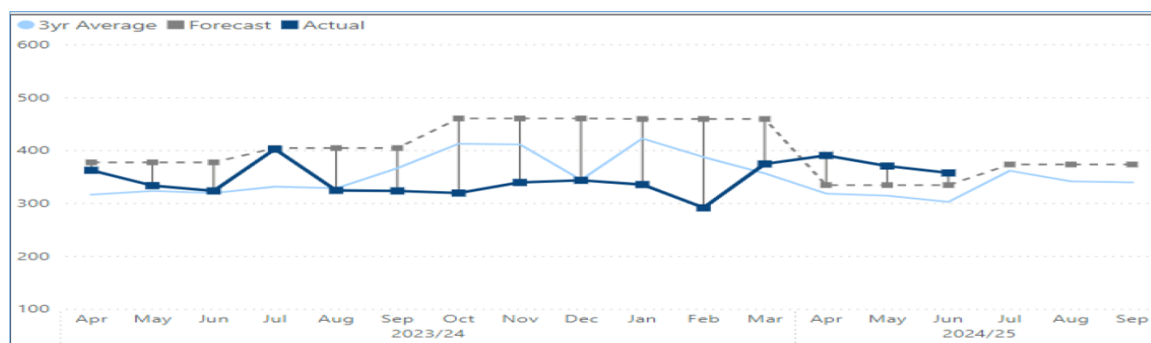


Figure 3: Vehicle Crime Volumes

c) Theft from Person

- The Home Office baseline is the data for 2019 (n=394).
- In 2023/24, volumes (n=258) were consistent with the previous year.
- In Q1 2024/25, volumes (n=51) increased by +64% (n=132) when compared to the previous Q4 2023/24.
- Despite this increase, levels remained consistent with the 3-year average and below the forecast.
- The 'action taken' outcome rates remain mercurial given the low number of offences recorded.

8.2. OPCC Commentary

A question is to be raised at the 'holding to account' Q1 2024/25 GSB, regarding the specific measures the force are taking to improve the 'action taken' outcome rates for vehicle crime.

In December 2023, it was announced that the OPCC had been awarded £1m by the Home Office from the Anti-social Behaviour (ASB) 'Hotspot Response Fund 2024/25'. The aim of this funding is to ensure there is an enhanced uniformed presence in ASB and serious violence 'hotspot' areas across the county. On 1 May 2024, Warwickshire Police commenced enhanced patrolling of the eighteen areas identified.

In 2016 at the start of the PCC's first term of office as Police and Crime Commissioner, Warwickshire Police had some 800 police officers in post. A key pledge of the Police and Crime Plan 2021-2025 was to continue have more police officers as part of the wider plans to deliver visible and effective policing. Thanks to a combination of increases in the local Council Tax Police Precept and funding from

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the Government's Police Uplift Programme, I am extremely pleased to be able to confirm that the force now has a headcount of 1,140 officers in post.

9. Victim Satisfaction

The Govt. measures are: -

- a) Victim satisfaction with police by victims of domestic abuse.
- b) Victim satisfaction with police (CSEW) - Not available.

The force's proxy measures are: -

- 11. Force's own domestic abuse victim satisfaction survey (not comparable with other forces).
- 12. Victim satisfaction surveys.

9.1. Force data

Of note is that Warwickshire Police has now set 'target rates' for Victim Satisfaction. In June 2024, the 'whole experience satisfaction' trend delivered the following levels of performance: -

Category	Target %	In Month c%	Rolling 6- month % Q4 2023/24	Rolling 6- month % Q1 2024/25
Domestic Abuse	80	84	75	< 78
Vehicle Crime	70	73	64	< 66
Violence	75	55	68	> 66
Burglary	80	83	75	> 80
Hate Crime	80	98	72	< 67

Figure 4: Victim satisfaction rates.

There are some rolling six-month improvements (Domestic Abuse and Vehicle Crime, along with a notable improvement in the in-month rate for Hate Crime. However, except for Burglary, all other satisfaction rates are below the targets set.

A question was raised in the Q4 2023/24 OPCC Performance Scrutiny report regarding the action Warwickshire Police was taking regarding the low rates for the 'whole experience satisfaction' for Hate Crime, and the 'follow up' measure for Vehicle Crime. It is therefore positive to note the significant improvement achieved for Hate Crime, together with the improvement in the follow up metric for Vehicle Crime that rose from 40% in May 2024 to 56% in June 2024.

Victim Satisfaction will continue to remain under scrutiny by the OPCC given its significance to the objectives of the Police and Crime Plan 2021-2025.

OFFICIAL

9.2. OPCC Commentary

A question is to be raised at the 'holding to account' Q1 2024/25 GSB, regarding Warwickshire Police's capacity, capability and resilience to effectively manage the high volumes of victims contact and victim support.

The OPCC works 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 Local Criminal Justice Board (LCJB). This is particularly important in relation to progress to improve criminal justice outcomes for victims of Sexual Violence and Domestic Abuse.

The PCC commissions the following services for victims-survivors in Warwickshire: -

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

10. Tackle Cyber Crime

The Govt. measures are: -

- a) Confidence in law enforcement response.
- b) Percentage of businesses experiencing cyber-crime. Data taken from non-police sources.

The force's proxy measures are: -

- a) Action Fraud cyber-dependent victim referrals where advice given.

10.1. Force data

Cyber-crime data is not included in the Q1 2024/25 Performance Reports. Warwickshire Police's position is that the force currently reports cyber-crime measures through the Proactive Preventative Steering Group (P&PSG). Cyber Crime reporting is transitioning to Agency and Partner Management Information System (APMIS), the national system for recording cyber-crime disruptions. This measure is available through the DCPD tool.

The DCPD states that: *"Regional and organised crime units and the National Crime Agency record information about operational activity and outcomes in APMIS. They also record quantitative outcomes such as criminal justice and seizures. All agencies record disruptions, which are common measure of the impact of law enforcement actions on disrupting the operation of organised crime groups, vulnerabilities or individuals involved in serious crime. The force recording the crime may not be the*

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only force associated in the action. While APMIS data in the DCPD is refreshed monthly, forces only update their counts on a quarterly basis.”

10.2. OPCC commentary

In April 2024, a report was prepared for the Police and Crime Panel Performance Working Group on the national, regional, and local response and capabilities in respect of cybercrime.

The Deputy PCC a board member on the Regional Cyber Resilience Forum and is working hard to ensure that Warwickshire is being supported by this regional resource to prevent cyber-attacks to businesses in the county.

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Warwickshire Police and Crime Panel

26 September 2024

Appointments to the Planning and Performance Working Group

Recommendation

That the Police and Crime Panel notes the membership of the Planning and Performance Working Group for 2024/25.

1.0 Summary

- 1.1 At the meeting of the Panel on 20 June 2024, authorisation was given to the Panel's Support Officer to confirm arrangements for working groups and appointments thereto following liaison with Panel members.
- 1.2 Following liaison with members, the membership of the Planning and Performance Working Group for 2024/25 was confirmed as:

Councillor Barbara Brown
Mr Andrew Davies
Councillor David Humphreys
Councillor Jim Sinnott

The Chair of the Police and Crime Panel is an ex officio member of the Group.

- 1.3 At its meeting on 9 July 2024, the Planning and Performance Group appointed Councillor Barbara Brown as Chair for the municipal year.
- 1.4 Focused scrutiny of financial matters has previously been undertaken by the Budget Working Group. At the Panel's meeting on 20 June 2024, it was resolved that the Panel's Support Officer would contact members to seek volunteers to sit on a reconstituted Budget Working Group. An email was circulated to the Panel on 8 July 2024.

2.0 Conclusion

- 2.1 The Panel is recommended to note the membership of the Planning and Performance Working Group for the 2024/25 municipal year.

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

Warwickshire Police and Crime Panel

26 September 2024

Report of the Planning and Performance Working Group

Recommendation

That the Police and Crime Panel notes the update on the meetings of the Planning and Performance Working Group held on 9 July and 19 September 2024.

1.0 Summary

- 1.1 The Planning and Performance Working Group met on 9 July 2024. The meeting was also attended by Polly Reed (Chief Executive) and Claire Morris (Head of Business Services and Assurance) of the Office of the Police and Crime Commissioner (OPCC).
- 1.2 The first item of business was the appointment of a Chair for the 2024/25 municipal year. Councillor Barbara Brown was unanimously elected as Chair for the year ahead.
- 1.3 The Working Group also met on 19 September 2024. A separate verbal update on the meeting will be provided to accompany this report.

2.0 Performance

- 2.1 At its meeting on 9 July, the Group maintained its regular focus on performance and received the Performance Scrutiny Report for Quarter 4, 2023/24 which had been presented at the Governance and Performance Board (GPB) meeting between the Police and Crime Commissioner (PCC) and Chief Constable on 11 June 2024. The Group reviewed the responses provided by the Chief Constable to specific queries raised by the PCC.
- 2.2 Attention was given to the Force's 'action taken' outcome rates. Since the Group's meeting in March 2024, the three-month rolling average 'action taken' outcome rate had considerably improved to 21.4%. The improved outcome rate had been supported by the introduction of the Crime Control Centre (CCC) which had made a positive impact, reducing the number of outstanding crimes.
- 2.3 Attention was also given to victim satisfaction. Warwickshire Police had previously commissioned an outside agency to contact victims of crime to gauge levels of satisfaction in the service provided by the Force. More

recently, this activity had been undertaken by Warwickshire Police. It had been found that victims were more willing to provide a view of their experience when speaking directly to the Force. It also enabled an opportunity for an update to be given on the progress of a case including the likelihood, for example, of a stolen vehicle being recovered. This helped to manage expectations.

The report included details of target rates and current levels of victim satisfaction across categories of crime. Among these, Hate Crime showed the weakest performance. Some progress had been made to address this decline, but it would continue to be an area of focus for Warwickshire Police. The CCC had appointed an officer to focus specifically on levels of victim satisfaction for Hate Crime. The outcome of this work would be included within future performance reports.

- 2.4 The Group was advised that Warwickshire Police was fourth in its Most Similar Group (MSG)¹ for work to address Domestic Abuse. There was a dedicated team which was close to being fully staffed, whereas previously there had been a high number of vacancies. This had contributed to the improved performance.

It was considered by the Group that Domestic Abuse was an area where it was often difficult to assess levels of offending and outcome rates based solely on statistical analysis. The Group highlighted the potential advantages of presenting information in a way which showed longer-term trends – for example, a graph showing points when key interventions had been made. This would support an understanding of which actions had been most impactful as well as insight into circumstances which had led to an increase or decrease in Domestic Abuse. Narrative commentary would also provide insight – for example, it would be necessary to take account of the effect of the Pandemic on levels of Domestic Abuse

3.0 Recommendation from Scrutiny of the Budget and Precept 2024/25

- 3.1 The Working Group received a report from the OPCC to progress the initiative to develop an approach to measuring performance across specific areas of community concern with a focus on the tangible outcomes of the Commissioner's Budget for 2024/25. Four focus areas for this work had been determined at the Group's last meeting – Anti-social Behaviour (ASB), performance of the non-emergency 101 Service, Crime Detection Rates, and visibility and engagement through additional police officer recruitment. The report provided by the OPCC examined each of these areas.

¹ Most Similar Groups (MSGs) are groups of police force areas that have been found to be the most alike based on an analysis of demographic, social and economic characteristics which relate to crime. Warwickshire's MSG included Wiltshire, West Mercia, Suffolk, Gloucestershire, and Cambridgeshire.

- 3.2 The report included a summary of methodologies used for crime recording including how outcomes were determined for investigations. These encompassed Home Office Crime Recording Rules as well as 'Action Taken' outcomes. Under each category of crime, there were multiple outcomes depending on the methodology used. The OPCC would provide advice about navigating the complexity of crime recording methodologies based on the approach favoured by the Working Group.
- 3.3 In its analysis, the Group emphasised the importance of reliable interpretation of statistical data. This could be supported by narrative reporting drawing on professional opinions about trends across the relevant categories of crime.
- 3.4 This approach was applied to scrutiny of the graph provided within the report showing levels of ASB in Warwickshire over a 13-year period. The graph showed a downward trajectory for ASB from early 2020 before coming to a plateau from mid-2023 onwards. There was discussion of levels of public confidence in policing of ASB. The Force was aware that many Warwickshire residents held the view that not enough was being done to address ASB. In response, Warwickshire Police had established a specialist team to target retail crime. However, it would be important to ensure that plans were in place to consolidate the good progress made to date over the longer-term. The PCC's Budget for 2024/25 included funding for 10 additional police officers. The impact that these officers would make on levels of ASB would be relevant to the Group's enquiries over the course of the year. The initiative to allocate a town centre officer to the five main towns in Warwickshire had commenced, initially in Nuneaton where positive feedback had been received from residents and businesses. 'Safer Streets' funding targeted at ASB 'hotspots' was also anticipated to bring about an improvement.
- 3.5 It was considered that a judgement on the effectiveness of the measures in place to address ASB could be made based on the total number of recorded crimes, their outcomes, and levels of public confidence. Public consultations undertaken by the PCC would provide insight into public sentiments about policing. However, it would be important to recognise that Warwickshire Police was not solely responsible for ASB, it required action in partnership across public sector agencies.
- 3.6 It was resolved that the Group's evaluation of performance across the four areas would be best supported by analysis of statistical data showing points where crucial interventions had been made and whether these interventions had made a positive impact.
- 3.7 The report included details of the performance of the 101 Service. It was clear that the refreshed approach taken by the Force had led to significant improvements. The Group was pleased to hear that Warwickshire Police was among the best performing police forces nationally for delivery of Operations Communication Centre (OCC) services. The Force proposed to continue to upgrade 101 services with the introduction of 'Call Back Assist' which would provide an opportunity to return a call during busy times, rather than allow a caller to remain on hold.

4.0 Financial Implications

4.1 None for this report.

5.0 Environmental Implications

5.1 None for this report.

6.0 Timescales and Next Steps

6.1 The Working Group's next meeting will be held on 14 November 2024 when it is proposed to examine measures in place to support the organisational health and culture of Warwickshire Police, including a focus on equality, diversity, and inclusion (EDI). A briefing will also be provided on preparations being made for the anticipated Police Effectiveness, Efficiency and Legitimacy (PEEL) inspection of Warwickshire Police by His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS).

6.2 The Group will also continue its work with the OPCC to measure performance across the four focus areas to evaluate the tangible outcomes of the Police and Crime Commissioner's Budget for 2024/25

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

Warwickshire Police and Crime Panel

26 September 2024

Warwickshire Police and Crime Panel Annual Report 2023/24

Recommendation

That the Police and Crime Panel endorses the Annual Report for 2023/24.

1.0 Key Issues

- 1.1 The Annual Report highlights the Panel's key activities and achievements during 2023/24 and looks ahead to issues that the Panel will examine in the coming year.
- 1.2 At the Panel's meeting on 20 June 2024, amendments were suggested to the 'Looking Forward' section of the Annual Report. Two paragraphs have been added to this section of the report summarising the points raised by the Panel.

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 2023/24.

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

Warwickshire Police and Crime Panel

Annual Report 2023/24



Chair's Foreword



Mr Andy Davis

Chair of the Warwickshire Police and Crime Panel 2023/24

The 2023/24 municipal year has been an eventful period for policing nationally and across Warwickshire. The Police and Crime Panel has sought to engage positively as a critical friend of the Police and Crime Commissioner and make use of opportunities to provide challenge and support, representing and amplifying the voices of Warwickshire residents. I would like to thank my fellow members of the Panel for their commitment and contributions throughout the year.

The Panel has benefitted from a constructive working relationship with the Commissioner which it will seek to build upon following his re-election in May 2024. I am grateful to the Commissioner and his staff for their engagement and willingness to be scrutinised during a period of significant organisational change across Warwickshire Police.

Warwickshire Police's Empower Programme has continued to embed throughout 2023/24, including the introduction of a new geographically based policing model with command centres in the north, east, and south of the County. In January 2024, the Panel was grateful to receive a detailed presentation from the Chief Constable and her senior team outlining the progress of Empower and targeted improvements to the delivery of police services. I would like to thank the Chief Constable, officers, and staff of Warwickshire Police for their hard work throughout the year.

In February 2024, the Panel accepted the Commissioner's proposed increase of £13.00 (4.7%) in the local policing precept for an average Band D property (and equivalent percentage increase for other bands). In its response, the Panel highlighted the importance of taking steps to ensure that the improvements to services delivered by the increased precept will be effectively communicated to taxpayers. I look forward to the results of the proposed work with the Office of the Police and Crime Commissioner to develop an indicative overview of performance across specific areas of community concern so that clearer visibility around progress can be reported to the public.

This work will be led by the Planning and Performance Working Group, which has continued to support the Panel's ongoing programme of scrutiny throughout the year. My thanks go to the Group's Chair, Councillor Barbara Brown, as well as the other members of the Group – Mr Andrew Davies, Councillor David Humphreys, and Councillor Derek Poole.

This Annual Report sets out the varied and wide-ranging work undertaken by the Panel in 2023/24. The Panel will seek to build on this work in the year ahead, particularly when offering support to the Commissioner to develop his strategic priorities for policing in the next iteration of his Police and Crime Plan for Warwickshire.

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.

A handwritten signature in black ink, appearing to read 'A Davis', with a stylized flourish at the end.

Mr Andy Davis
Chair of the Warwickshire Police and Crime Panel 2023/24

Summary of Key Activities and Achievements

In 2023/24, 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](#). Panel meetings 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 2024/25

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 5 February 2024, the Commissioner presented his proposed budget for Warwickshire Police, including a proposed increase of £13.00 (4.7%) in the local policing precept for an average Band D property (and equivalent percentage increase for other bands) for the 2024/25 financial year. In his presentation to the Panel, the Commissioner outlined the anticipated benefits of his budget including improved visibility of policing; an increase in proactive policing and prevention activities; improved victim care and a victim-centred focus for investigation of crimes; increases in the number of criminals brought to justice (with a focus on retail crime, vehicle theft, and burglary); a focus on anti-social behaviour by both police and partner organisations; and an improved health and wellbeing offer for officers and staff.

The Commissioner advised that detailed attention had been given to formulating a budget which provided the Chief Constable with the resources needed to protect Warwickshire communities whilst demonstrating an awareness of what was affordable for residents. He recognised that the Budget came against a backdrop of rising costs of living. However, there were signs of economic improvement. Inflation had slightly eased but remained high. This meant that costs continued to increase;

funding which had been adequate to cover costs and deliver improvements in the current financial year would not meet projected future costs. He advised that, whilst there had been some increase in funding from central government, this alone would not bridge the gap. Therefore, following consultation with the Chief Constable, savings of approximately £1.2m had been identified for the 2024/25 financial year, alongside ongoing savings for successive years.

After detailed scrutiny, the Panel resolved to support the Commissioner's proposed increase to the precept, making three specific recommendations. In its response to the Commissioner, the Panel recommended that:

- Progress in achieving the outlined improvements to services be monitored and reported on over the year ahead, including details of increased productivity, efficiency, and measurable improvement.
- The Panel's Planning and Performance Working Group work with the Office of the Police and Crime Commissioner (OPCC) to develop an approach to securing an indicative overview of performance across specific areas of community concern so that clearer visibility around progress can be reported to the public.
- Warwickshire Police be encouraged by the PCC to make wider use of media, communications, and narrative reporting to better publicise recent good progress and successes. This would support taxpayers' understanding of how recent investment had led to tangible improvements in service delivery.

The Panel was grateful of the Commissioner's support for these recommendations and for the offer of assistance from the OPCC to progress the initiative to secure an indicative overview of performance across key areas of community concern. The Panel also welcomed the Commissioner's commitment to closely monitor expenditure and service delivery to ensure that the expected benefits of the Budget would be realised.

Police Officer and PCSO 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. The news that Warwickshire Police had achieved, and exceeded, the targeted officer headcount of 1,100 officers within the 2022/23 financial year was welcomed by the Panel.

Throughout 2023/24, the Panel has taken a close interest in the Commissioner's oversight of officer recruitment and retention, recognising the ongoing challenge of

maintaining the increased number of officers. Home Office conditions for the 2023/24 Uplift Grant required that a revised baseline headcount of 1,110 officers be sustained to secure full payment of the Grant. In September 2023, the Panel was pleased to learn that Warwickshire Police was on course to meet this target ahead of being measured by the Home Office.

To support an understanding of organisational requirements, the Panel has given attention to entry routes into the Force and training provision for new officers. The Panel received details of the Police Constable Entry Programme (PCEP) with interest. This two-year non-degree will provide an additional entry route into policing with the first course beginning in June 2024. It was encouraging that the PCEP had attracted a good number of prospective candidates.

Recognising the recent good progress made by Warwickshire Police to meet the uplift target for officers, the Panel has sought assurances from the Commissioner of measures to also recruit Police Community Support Officers (PCSOs) where vacancies have arisen. Many PCSOs have made use of opportunities to train as police officers, leading to a shortage. The Panel has sought to develop an understanding of recruitment challenges in this area and was encouraged to hear of recent appointments to PCSO roles reported by the Commissioner. It will continue to be an area followed closely the Panel.

Transforming Warwickshire Police

The Panel has continued to receive regular updates on the progress 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 new operating model has continued to embed since its introduction in 2023. The Panel has given attention to the Commissioner's oversight of the effectiveness of these new arrangements. The Panel was encouraged to hear of the positive results brought about by the introduction of a 101 Service call triage pilot scheme which had helped to manage demand and reduce call waiting times. The Panel has also given attention to the productivity gains brought about by recent investment in ICT. The operational benefits brought about by the 'Technology' pillar of Empower will continue to be an area of interest.

The Panel has a longstanding interest in measures to secure improved environmental sustainability and reduced emissions across policing activities. The

'Place' pillar of Empower supports an increased focus on sustainability, looking specifically at management of the police estate. The Commissioner has advised that renovation of buildings would be undertaken with an awareness of sustainability requirements. Better energy efficiency (including installation of double glazing and building insulation) also presents cost-saving benefits. In November 2023, the Panel's Planning and Performance Working Group gave detailed attention to work being undertaken by the Force and Commissioner to reduce emissions, establish an organisational awareness of sustainability goals, reduce waste, and ensure that procurement decisions take account of environmental objectives. Consideration was given to the complexity of work across these areas and the specific challenges for policing to achieve net zero targets. It will continue to be an area monitored closely by the Panel.

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 and elsewhere 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 January 2023, the National Police Chiefs' Council directed that all police officers and staff in England and Wales be checked against the Police National Database (PND) to identify any intelligence or allegations requiring further investigation. The Panel has taken a close interest in the progress of this work in Warwickshire, and the Commissioner has provided details of his holding to account of the Force to promote high standards of conduct. In September 2023, the Panel was advised that the re-vetting programme had been completed. The process had highlighted some issues which would be investigated. However, the results of re-vetting in Warwickshire had been generally positive. A report had been provided by His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) which graded the Force's vetting processes as 'adequate'. The Inspectorate recommended specific improvements which the Force has implemented.

In July 2023, the Panel's Planning and Performance Working Group gave detailed attention to vetting processes and how these were monitored by the Commissioner. It was considered by the Group that vetting by Warwickshire Police was undertaken to a good standard. In its analysis, the Group noted that there were clear links between organisational culture, standards of conduct, and vetting. These areas will

be examined by the Group in more detail in the year ahead with findings reported back to the Panel.

Annual Report of the Police and Crime Commissioner 2022/23

The Commissioner is required to publish an Annual Report, providing details of activities and achievements during the previous year against the priorities set out in the Police and Crime Plan. The Panel has a statutory role to scrutinise this report.

In June 2023, the Commissioner presented his Annual Report for 2022/23. The Report included details of engagement activities, commissioned services and grants, financial considerations, governance arrangements, and the findings 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 PCC reported that the findings of the Inspectorate constituted an improvement on the results of the previous inspection. He would continue to hold the Chief Constable to account to address the areas identified by HMICFRS as requiring improvement.

In its analysis of the Annual Report, the Panel focused on:

- The measures in place to monitor progress against Police and Crime Plan objectives including priority and sub-focus areas. It was noted that specific attention would be given to areas where a need for improvement had been identified, including work to improve justice outcomes.
- The requirement for the Force to make efficiency savings of £3m over a three-year period. It was noted that recent investment in ICT systems was anticipated to lead to improved efficiencies and that the Force had been asked to produce a plan detailing how the proposed savings would be achieved. The Panel requested that the Commissioner provide an update following receipt of this plan.
- The measures in place to monitor projected levels of income and expenditure associated with the Force's Commercial Contractor Vetting Service.
- The recent expansion of the Force and measures to ensure that officers will be deployed evenly across the County by population, demand, and levels of crime. The introduction of the new operating model for the Force (including the creation of three geographical policing areas) offered assurance that the uplift in officer numbers will benefit communities across Warwickshire.

The Panel was pleased to note the Annual Report and emphasised its commitment to continue to support the Commissioner as his 'critical friend' in the municipal year ahead.

Justice Outcomes

Throughout the year, the Panel has received regular updates on criminal court backlogs and other challenges affecting the Criminal Justice System. The Commissioner's Annual Report for 2022/23 included details of Red, Amber and Green (RAG) ratings of Police and Crime Plan success measures across priority and sub-focus areas. Among these, 'improved communication' and 'justice outcomes' had been set as Red.

The Commissioner advised that 'justice outcomes' had been marked as Red due to backlogs in the courts system. It was considered that 'improved communication' was required between justice partners. Attention would be focused on these areas and could be facilitated by the Local Criminal Justice Board (LCJB) which was chaired by the PCC and attended by representatives of partnership organisations.

In November 2023, the Commissioner advised that a focus on criminal justice matters was supported by a specialist policy officer within the OPCC as well as data supplied by the Force's Criminal Justice Department. The ongoing backlog in the courts was a significant concern. The Pandemic had exacerbated the backlog, having caused courts to be closed for several months to maintain social distancing restrictions. More recently, two additional Crown Courts had been opened in Warwickshire which would help to improve matters. However, there was a national shortage of judges as well as a declining number of criminal barristers. The Government had acknowledged these difficulties, and criminal justice agencies were working in partnership to seek an improvement. He recognised the impact that delays had on victims of crime.

In March 2024, consideration was given to the announcement within the Chancellor of the Exchequer's Spring Budget that His Majesty's Courts and Tribunals Service (HMCTS) would receive additional funding to address court backlogs in rape cases. The Commissioner emphasised that reducing the backlog of court cases continued to be a priority for the LCJB. The increased number of courts and judges in Warwickshire had made a positive difference. However, the shortage of criminal barristers had continued to cause delays.

The Commissioner stated that backlogs in the court system had improved, but not at the pace that was required. Engagement with organisations such as Women's Refuge and Safeline, which were supported by the PCC, had provided insight into the effect that backlogs had on victims of crime. He emphasised that, as PCC, he could not singlehandedly resolve the problem; however, he would make use of

opportunities to accelerate the process to remedy the backlog. Collectively, PCCs were focused on the issue and regularly liaised with the Ministry of Justice. The effect of the backlog was taken into consideration when determining grants and commissioning services, providing a means to offer support to victims of crime whose cases had been delayed.

Financial Considerations

Throughout the year, the Panel has sought assurances from the Commissioner of measures in place to robustly scrutinise the Force's finances and budget, including the requirement for the Force to make efficiency savings of £3m over a three-year period. In September 2023, the Commissioner emphasised his commitment to ensure that taxpayers' money was used effectively. It had been agreed with the Chief Constable that the proposed £3m efficiency savings would be divided evenly across the three years. In 2023/24, the Force was comfortably on course to achieve savings of £1m as recent investment in ICT had delivered improved efficiencies. He advised that the Force was financially resilient and held over £15m in reserves to manage risk and cover any unforeseen cost pressures.

Consideration was also given to capital expenditure. In September 2023, the Commissioner reported that expenditure on capital schemes was forecast to be £10.673m against a total budget of £12.644m, including slippage from 2022/23. There were multiple reasons for this, including ongoing difficulties in obtaining certain materials and delays associated with planning permission for building work. As a result, there could be slippage of schemes from year to year. However, capital spending of £10.673m was positive and would lead to reduced revenue expenditure. He emphasised that a capital grant was no longer provided by central government. Therefore, it was necessary to achieve a balance between selling an asset or borrowing to fund capital projects.

In March 2024, attention was given to the Forecast Outturn for 2023/24. A year-end forecast underspend of £0.156m had been reported at the end of December 2023. The Panel highlighted that, as the most significant expenditure variance had been on police officer overtime (£1.884m), these higher overtime costs were forecast to be met from underspending elsewhere, primarily in staff and Police Community Support Officer (PCSO) pay. The Commissioner's view was sought as to whether this was sustainable, given the drive to recruit additional PCSOs to reach the targeted headcount.

The Commissioner emphasised that the overtime budget was difficult to control and manage. A homicide investigation or large-scale protest could have considerable resource implications, leading to higher overtime costs. The Budget for 2024/25 provided for increased overtime costs. It was hoped that this would be adequate to cover any unanticipated expenditure.

‘Right Care, Right Person’

In 2023/24, the Panel has received regular updates on the development of the ‘Right Care, Right Person’ (RCRP) initiative in Warwickshire. RCRP was originally devised by Humberside Police and its partners to develop a framework to ensure that individuals in mental health crisis can be treated by the right professional. RCRP is proposed as a partnership agreement between the Force and health and social care agencies to manage mental health-related calls for service. However, it does not prevent the police from continuing to perform its key role to keep people safe and respond to incidents where there is a real and immediate risk of serious harm.

In its analysis, the Panel recognised the potential advantages of RCRP and the proposed partnership arrangements to ensure that vulnerable individuals received the right care. However, it would be necessary to make certain that the scheme was properly set up so that those affected were not left unsupported between service providers. The Panel was encouraged to hear that a phased roll-out of RCRP was proposed and that a Working Group had been formed to consider the implications of the scheme. This would ensure that NHS, health, and social care partners were positioned to respond to mental health-related calls for service prior to full implementation of RCRP in October 2024.

The Panel highlighted the advantages of learning from other forces’ experience before implementation of the scheme in Warwickshire. West Midlands Police was slightly ahead of Warwickshire in implementing RCRP which provided opportunities for learning. In response to the Panel’s enquiries, the Deputy Police and Crime Commissioner advised that planning for the introduction of RCRP had run smoothly with good support for the initiative from partnership organisations. She emphasised the importance of effective planning to ensure that the measures in place were robust and well-conceived.

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.

In March 2024, the Panel was grateful to receive a summary of the 2023 JASC Annual Report from Mr John Anderson, Chair of JASC. The Annual Report had been

presented to the Commissioner and Chief Constable giving notice that the JASC considered the arrangements in place to be adequate and operating efficiently and effectively.

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 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 held four meetings in 2023/24, focusing on:

- A rise in the number of instances of knife crime in Warwickshire and approaches to analysis of data to ensure that the implications of this can be fully understood. Attention was given to the programme of events that accompanied the Knife Angel in Nuneaton and efforts to raise awareness of the harms of knife crime.
- The recent review by the Force of call-handling arrangements, including measures to reduce 101 call waiting times and call abandonment. The innovative approach taken by the Force was thought to be very promising.
- Progress made to address Vehicle Crime, recognising that theft of vehicles is an ongoing challenge. The Group noted that targeted interventions were in place with provision made for victims and efforts made to focus on known hotspots of vehicle crime.
- The introduction by Warwickshire Police of Microsoft Power BI to monitor performance data. This provided up-to-date information and the ability to filter data by categories of crime and geographic areas.

The Group also received detailed reports examining Vetting, Burglary Detection Rates, Environmental Sustainability, and Cybercrime. Following scrutiny of PCC's Budget for 2024/25 by the Panel in February 2024, the Group has begun its work with the OPCC to develop an approach to measuring performance across specific areas of community concern so that clearer visibility around progress can be reported to the public with a focus on the tangible outcomes of the PCC's Budget. This will be a key project for the Group in the year ahead.

Visit to Leek Wootton Police Headquarters

In January 2024, the Panel was grateful to accept the Commissioner and Chief Constable's invitation to visit Leek Wootton Police Headquarters. Presentations were given by the Chief Constable and her Senior Leadership Team providing insight into delivery of services, challenges affecting policing in Warwickshire, and implementation of the Empower Programme. The opportunity for discussion was welcomed by the Panel and proved to be informative.

Training and Development

In September and October 2023, the Panel commissioned two training sessions delivered by Dave Burn of Frontline Consulting. The training provided an opportunity to review internal Panel processes and included a focus on effective scrutiny, approaches to meetings, and work programming. Consideration was also given to the advantages of introducing a Memorandum of Understanding between the Panel and Commissioner to agree common approaches to working in partnership. In August 2023, the Panel also received dedicated finance training, including budget monitoring and approaches to financial scrutiny.

The Panel was also represented at the Annual Conference for Police (Fire) and Crime Panels in November 2023. The theme of the Conference was 'Collaboration and Challenge – Making it Work'. It encompassed examination of approaches to collaboration between Panels and PCCs, public confidence in policing, and managing change.

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 welcomed questions covering a diverse range of topics, including road safety and policing of the Warwickshire Hunt, bicycle theft, and the impact of anti-social behaviour.

Looking Forward

The Panel will seek to build on the progress made in 2023/24, continuing to provide challenge and 'critical friend' support to the Police and Crime Commissioner (PCC).

Following his re-election in May 2024, the Commissioner will set out his strategic priorities for policing in the next iteration of his Police and Crime Plan. The Panel has emphasised its willingness to assist the PCC in developing this strategy with a focus on efficient and effective policing and reinforcing public trust and confidence in policing.

The Panel will continue to take a close interest in the Commissioner's oversight of the Empower Programme and will seek to monitor the effectiveness of the new operating model for the Force as it continues to embed. Recognising the rapid expansion of the Force in recent years, the Panel will continue to monitor the Commissioner's oversight of measures to support the training, development, and retention of new recruits.

Following scrutiny of the PCC's Budget and Precept for 2024/25 in February 2024, the Panel resolved to work with the Office of the Police and Crime Commissioner (OPCC) to develop an approach to measuring performance across specific areas of community concern so that clearer visibility around progress can be reported to the public with a focus on the tangible outcomes of the PCC's Budget. This work will be progressed by the Panel's Planning and Performance Working Group which has identified the four key areas of: Anti-social Behaviour, Performance of the 101 Service, Crime Detection Rates, and the impact of the 10 new officers funded by the PCC's Budget. The Working Group will provide updates to the Panel throughout the year, giving details of its findings.

The Panel has taken a close interest in concerns raised by Warwickshire residents relating to policing of the Warwickshire Hunt. In his '[Statement Regarding Policing of Hunting](#)' (27 March 2024) the PCC has indicated his intention to commission an Independent Review to examine the circumstances of the issuing and withdrawal of a Protocol between Warwickshire Police and the Warwickshire Hunt. In the year ahead, the Panel will seek assurances from the Commissioner about the proposed Independent Review including details of the agency appointed to undertake the work, its terms of reference, how the findings of the Review will be reported, and a timescale for completion. The Commissioner has indicated his support for the development by Warwickshire Police of a Public Code of Behaviour to "set out in a transparent way the expectations for anyone taking part in trail hunting activities in the County". The Panel has emphasised the importance of transparency in the holding to account of Warwickshire Police by the PCC and will take a close interest

in the progress of the Independent Review and how it will inform the operation of the Public Code of Behaviour.

The Panel will continue to take a close interest in the work of Community Safety Partnerships (CSPs), giving specific attention to funding arrangements and consistency in the levels of support and resources provided to each CSP.

The Panel will take a close interest in the Commissioner's oversight of ongoing arrangements to recruit to Police Community Support Officers (PCSO) vacancies. It will seek to support the Commissioner to ensure that the Force is adequately staffed to achieve its strategic objectives.

The Panel has a longstanding interest in measures to promote environmental sustainability by Warwickshire Police and the PCC's oversight of climate change-related initiatives. The Panel will seek to give attention to the development by Warwickshire Police of a Strategic Plan to address carbon impacts and 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.

An inspection of Warwickshire Police by His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) has been provisionally scheduled for January 2025. The Panel will take a close interest in the findings of the Inspectorate and any recommendations for improvements to be made.

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 clear 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 2024/25

Date of next report/update	Item	Report detail	Date of last report
26 September 2024	Annual Report of the Police and Crime Panel 2023/24	To approve the updated Police and Crime Panel Annual Report for 2023/24.	Draft considered at June 2024 meeting
26 September 2024	Appointments to the Planning and Performance Working Group, 2024/25	To note the membership of the Planning and Performance Working Group for 2024/25.	
21 November 2024	Review of the Draft Police and Crime Plan	To review and make any recommendations to the Police and Crime Commissioner regarding his proposed Police and Crime Plan.	
3 February 2025	Police and Crime Commissioner's Budget and Precept Proposal	To consider the PCC's Budget and Policing Precept for 2025/26.	
13 March 2025	Warwickshire Joint Audit and Standards Committee (WJASC) Annual Report 2024	Mr John Anderson, Chair of Warwickshire Joint Audit and Standards Committee, will introduce WJASC's Annual Report for 2024.	

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.
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		<ul style="list-style-type: none"> • Criminal Justice System considerations. • Climate change and sustainability 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)	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.
	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
Environmental Sustainability Strategic Plan	An update to be provided on the development of a strategic plan to address carbon impacts and promote environmental sustainability across Warwickshire Police. This will draw on the work of the Strategic Estate and Asset Manager (once recruited) to draw sustainability-related activities by the Force into a unified plan.	To be confirmed.

Task and Finish Reviews		
Topic	Task and Finish Group	Status
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 – further consideration will be given to this work following progress by the Force to develop an Environmental Sustainability Strategy.

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	The Annual Conference for Chairs, Members and Officers of Police (Fire) And Crime Panels is anticipated be held in March 2025 at Scarman House, Warwick Conference Centre (University of Warwick). If you are interested in attending the Conference, please contact Amy Bridgewater-Carnall (Democratic Services).	March 2025 (precise date to be confirmed)
Annual Address from the Chief Constable	A presentation by the Chief Constable and Senior Leadership Team. Venue and date to be confirmed.	To be confirmed.
Precept / Budget Briefing 2025/26	A briefing to be provided by the OPCC outlining the Commissioner's proposed budget for 2025/26 prior to formal consideration by the Panel.	To be confirmed.

