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Police and Crime Panel

6 April 2023

Report of the Police and Crime Commissioner

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Disclosable under Freedom of Information Act?	Yes

1. Introduction

The purpose of this report is to provide the members of the Warwickshire Police and Crime Panel with an update on my key activities as the county's Police and Crime Commissioner (PCC), and that of my Deputy Police and Crime Commissioner (DPCC) and the Office of the Police and Crime Commissioner (OPCC), since the panel's previous meeting on Thursday 17 November 2022.

This period excludes the meetings of the Panel on Monday 6 February 2023, which was convened solely to consider the police precept for Warwickshire for the fiscal year 2023/24. I wish to put on record my personal thanks to the members of the Panel for the scrutiny, challenge, and support that they provided to me during this important democratic process in determining the precept.

2. Areas of interest

The Panel has requested that this report includes an update on the following areas of interest: -

- a) **Environmental sustainability:** A commentary on the proposals, and measures already in place, to improve the environmental sustainability of Warwickshire Police and reduce emissions.
 - Response at Para. 4.2c of this report.
- b) **HMICFRS PEEL Assessment - Investigation of crime:** Some detail of how the PCC proposes to challenge the Chief Constable to address shortcomings identified by HMICFRS in the force's capacity to investigate crime.
 - Response at Para. 5.5 of this report
- c) **Police officer recruitment:** An update on the outcome of the drive to achieve the 'targeted 1100 officer headcount by the end of March 2023.'
 - Response at Para. 4.2a of this report
- d) **Procurement of commissioned services:** At the meeting in November 2022, the Commissioner advised that a procurement exercise for commissioned services was underway and offered to provide an update to the Panel.
 - Response at Para. 7.1 of this report
- e) **Grant allocations:** An update on the effectiveness of existing grant allocations. The Chair has asked that attention be given to post-funding scenarios for organisations that were coming to the end of a funding period, taking account of financial constraints affecting local authorities. Are there circumstances when OPCC funding would come to an end, leading to an expectation of increased funding by local authorities?
 - Response at Para. 7.2 of this report.

I am, of course, content to answer any supplementary questions that the Panel may have on these areas of specific interest.

3. Deputy Police and Crime Commissioner

Emma Daniell in her role of Deputy Police and Crime Commissioner is seeking to ensure that there is a greater focus on crime prevention by Warwickshire Police and our joint partner agencies. Emma is supporting the implementation of the 'Serious Violence Strategy' across the county and is the Deputy Chair for the Serious Organised Crime Joint Action Group (SOCJAG). Emma is also the Senior Responsible Officer for the Drug and Alcohol Strategic Partnership, bringing together all joint partner agencies in a cohesive way to ensure that Warwickshire can deliver on the 'National Combatting Drugs Outcome Framework'.

Emma continues to be a presence at events and initiatives across the county and country, including attending the Lord Ferrers award in London with volunteers from our appropriate adult scheme.

4. Police and Crime Plan

A summary of activities undertaken in support of the five principal objectives of my Police and Crime Plan 2021-2025 are as follows: -

4.1. Fight crime and reduce offending.

a) Violent Crime

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

Whilst neither I nor my office are a specified authority and so are not a 'duty holder', it is never-the-less necessary that as the 'local policing body' I work closely to oversee and support local implementation of the requirements. Therefore, in advance of the arrival of the new duty, my office has been working closely with local duty holders, in particular Warwickshire County Council (WCC) to put the necessary governance and delivery arrangements in place to ensure success.

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

My office also has also secured funding from the Home Office to support implementation of the new Duty, as described at Para. 7.3.2. of this report.

b) Serious Organised Crime

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

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group has been occupied over the last year in developing the county's Serious Violence Prevention Strategy. Now that this is in place, and statutory guidance for the new Serious Violence Duty has been published and the requirements more clearly understood, it is now time to reflect on the role of SOCJAG in the county, and how better to provide strategic partnership governance and oversight to both SOC and Serious Violence Prevention. On 27 March 2023, my office is consequently convening a strategic meeting of relevant partners in the county to discuss options for future development.

c) Reducing Reoffending

• Reducing Reoffending Board

My office works closely to support the county's efforts to reduce reoffending and has been a regular contributor to its 'Reducing Reoffending Board' (RRB). My office is also an active member of the county's 'Community Safety Performance Challenge Group' and through that construct have engaged in discussions with partners that have identified that there have been some issues with engaging partners in the work of the RRB.

One of the key aspects is the drive to ensure that 'prevention and diversion' is at the heart of all community safety and crime reduction approaches in the county. As such, the historical work of the RRB, and the associated statutory requirements on partners, is now being delivered across a range of other existing forums. Consequently, the necessity for a dedicated RRB will now be discussed and a way forward agreed.

• Warwickshire Domestic Abuse Perpetrator Programme

In August 2021, I collaborated with the Home Office in the funding of a new Domestic Abuse Perpetrator Programme in the county.

Since 1 April 2022, the programme has delivered 662 individual sessions and 26 group sessions to perpetrators of Domestic Abuse, seeking to prevent and divert them from their abusive behaviour. The programme also offers a 'wrap-around' provision of support to the connected victim-survivors of domestic abuse, and in that time has also delivered 492 individual and 56 group sessions to the victim-survivors.

On 31 March 2023, the current funding for the programme is ending, but with my offer of continued match funding my office has made a bid to the Home Office for additional support for the next two years. The outcome of this is awaited.

4.2. Deliver visible and effective policing.

a) Extra Policing

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

I am therefore extremely pleased to be able to confirm that this figure has not only been met but has been exceeded. It means the county force now has the largest

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number of officers in its more-than-160-year history, restoring numbers back to and then well above pre-austerity figures.

Since 2016, the numbers of police officers in Warwickshire have grown from around 800, thanks to a combination of increases in the local Council Tax police precept and funding from the Government's national Police Uplift Programme. The force will now continue its recruitment programme to maintain numbers at or above 1,100.

This has been a huge achievement and is among the largest – if not the largest – percentage increases in officer numbers seen by any force in England and Wales. Together with the new operational policing model the force is putting in place across the county in the coming months, the additional officers that are now coming on stream will help to make a noticeable difference to police visibility. This is a key issue for many residents.



Some of the recent police officer recruits

b) Neighbourhood Policing

- **Safer Neighbourhood Teams**

From the results of the public consultation for the police precept, it was clear that there was a desire to improve neighbourhood policing in the county, not only in our towns but also in our rural areas. For our residents and communities, the Safer Neighbourhood Teams (SNT) are the heartbeat of policing. Our communities therefore want to see their local SNTs stabilised and with more Police Community Support Officers (PCSO) to tackle persistent issues and increase police visibility and public confidence.

In preparing the budget for 2023/24 there were several key principles that were fundamental to my proposals - this included more PCSOs. Now that the target for

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

- **Rural Crime**

The National Police Chief's Council recently launched a new 'Wildlife and Rural Crime Strategy 2022-25', which reflects that wildlife and rural crime often equates to serious and organised acquisitive crime, committed by organised crime groups. Whilst there is strong alignment between this NPCC strategy and the current Warwickshire strategy, my office is working with the force's Rural Crime Team (RCT) on refreshing it to ensure that it is entirely cohesive.

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

c) Transforming Warwickshire Police

At previous meeting of the Panel I reported on the Warwickshire Police 'Empower' change programme that has three separate strategic strands of People / Place / Technology.

- **Empower People**

This has been initiated to create a new operating policing model for the force. Some aspects of the programme have already been enacted during a transition period in preparation for full implementation of the new model on Monday 24 April 2023. This transition has included the establishment of three geographical policing areas for the county, namely North, South, Eastern. Each of these policing areas is now under the command of a Chief Inspector, where it is intended that this localised responsibility and accountability will help drive improvements in performance and provide a better model for effective engagement with local communities and elected representatives.

- **Empower Place**

This concerns the police estate and its usage, and the change programme continues to be scrutinised and monitored by the OPCC through representation at the force's 'Infrastructure Steering Board'.

- **Empower Technology**

This concerns the force's recent and significant investment in technology to maximise its potential and ensure that the efficiencies are realised, and the change programme continues to be scrutinised and monitored by the OPCC through representation at the force's 'Change Board'.

- **Environmental sustainability**

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This will improve environmental efficiencies across the force estate and infrastructure. The Commissioner drove some specific improvements in the budget of 2022/2023, which are being delivered, and which complement the forces own activity in this area. These are specifically Solar Panels at Stuart Ross House, electric charging points, and a Building Energy Management system. The force is providing an update to the Commissioner as the focus topic for the Governance and Performance Board on 4 April 2023, so further information will be forthcoming at the meeting.

4.3. Keep people safe and reduce harm.

a) Violence Against Women and Girls

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

b) Vulnerability

- **Hate Crime**

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

- **Modern Slavery and Human Trafficking**

The recently completed Warwickshire Victims of Crime Needs Assessment led by my office has comprehensively informed the recent commissioning of victim services that I fund. It was clear from the assessment that more must be done to support victims of Modern Slavery and Human Trafficking (MSHT) in Warwickshire, many of whom are vulnerable and exploited by organised crime groups. Following much research, my office has designed and commissioned the 'Independent Modern Slavery Advocate Service' (IMSA). The innovative IMSA role was inspired by the progressive work of several MSHT support organisations across England and Wales.

The West Midlands Anti-Slavery Network provided the successful tender for the IMSA service and will work closely will all agencies engaged in the challenge of addressing MSHT in Warwickshire. Most importantly, the IMSA will work with Warwickshire Police to develop a better understanding of the pernicious nature of MSHT, providing appropriate support to its victims and ensuring the county continues to strengthen its performance in the complex and challenging landscape of MSHT.

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

c) Road Safety

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

Road policing officers are active every day in denying criminals the use of the county's roads by undertaking intelligence led patrol activities and I have been impressed by the range of arrests that have taken place. The recovery of stolen vehicles, seizure of weapons, drugs, and stolen property and the arrest of wanted criminals are routine successes. In addition, Warwickshire officers recently detected over 100 significant driving offences during Operation Tramline, which involved the use of an HGV cab from which to observe driving behaviour. The force's investment in four dedicated roads policing sergeants as part of the Empower People model will further enhance performance.

The modernisation programme of the force's Road Safety Unit continues to progress well, where additional staff have been recruited and performance levels are significantly increasing. Many more speeding motorists detected by fixed and mobile camera assets can now be dealt with, principally through an educational course option as opposed to points and fines enforcement.

Finally, regrettably, tragedy still occurs on our roads, but I am grateful to the skills and commitment of the force's Serious Investigation Collision Team. Notably, they recently investigated a horrific fatal crash in Nuneaton. The high quality and detailed evidence collected led to a manslaughter conviction for the accused driver. That is a rare but commendable achievement. I am also immensely proud to say that the IRVA Service that I fund played a key role in supporting the victims of the horrendous crash.

4.4. Strengthen communities.

a) Involving communities

Both Volunteer schemes continue to operate, Independent Custody and Appropriate Adult schemes, implemented by the OPCC to support vulnerable adults in police custody. My office is planning regular recruitment drives to further grow and enhance volunteer numbers to continue to strengthen the excellent service delivered, as well as a recognition event later this year to acknowledge the commitment and passion of volunteers.

b) Crime Prevention

My policy officer for these matters attends the force's 'Proactive Policing and Prevention Steering Group'. It is quite clear the force is committed to the prevention of crime as a 'golden thread' to its policing activities, where effective offender management and early problem solving are critical to avoiding chronic repeat

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offending and recurring crime patterns. The successful evolution of the force's 'Harm Hub' to the 'Prevention Hub' under the Empower change programme is critical delivering on this ambition. The general victim services that I contract with Victim Support are co-located and tightly integrated at the Hub.

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

c) Partnership working

- **ASB Case Review**

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

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

- **Gypsy, Roma, Traveller**

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

The frequency of unauthorised encampments has much reduced. However, this is offset by the development at Kirby Glebe Farm in Hartshill, North Warwickshire. It is the largest GRT accommodation development in the county and continues to grow. Many families on this site were previously roadside in Warwickshire and contributed to some of the highest numbers and sizes of unauthorised encampments in the county. There continues to be positive police and local authority engagement on the site and there is ongoing work with the parish council to promote community cohesion.

There have been also some positive developments at the Woodside traveller site, Oxford Road, near Ryton on Dunsmore, where there have historically been some tensions. Following representations by my Deputy PCC to Rugby Borough Council,

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improvements have been put in place and several joint operations conducted to engage with those involved in criminality.

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

4.5. Deliver better justice for all.

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

a) Victims, Witnesses and Communication

There are several key issues that require mention. I am very cognisant of the Government's intention to convert the draft Victim's Bill into statutory legislation. It is felt that the transition is imminent. There has been much consultation and provision of evidence with the Government on this topic and I have been actively involved in that process. I welcome the arrival of the new statute – it demonstrates a strong will from all quarters to do more for victims and witnesses.

From my perspective the immediate implication will be for my office to have a higher profile in holding local criminal justice agencies to account in respect of measuring compliance with the Code of Practice for Victims of Crime 2021. Victims of crime have 12 rights set out in the Code and it needs to be clearly demonstrated those rights are being delivered. Policing is clearly connected to most of the rights and there is a strong theme of communication with most of the rights.

b) Improved Communication

As the Chair of Warwickshire's LCJB, I can confidently report that the Board continues to be well attended and functional. Nevertheless, in Warwickshire we always seek to improve where possible, therefore the LCJB will undergo a refresh directed by my new Criminal Justice lead and impending LCJB national guidance. Under the current LCJB structure, existing focal areas include monitoring Warwickshire's Domestic Violence Courts to ensure that appropriate provision is in place for the victims of domestic abuse (as mentioned in my last report). In addition to this, further preliminary work is being undertaken to take a closer look at the county's Youth Justice courts.

c) Justice Outcomes

• Criminal Justice

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

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victims - survivors, witnesses, or perpetrators. With my support Warwickshire Police are engaged in Operation Safeguard, which involves using cells at its police stations to temporarily accommodate prisoners to ease the pressure on the limited capacity of the H.M Prison Service.

Locally, pressures continue in the court system with back logs and limited capacity to reduce back logs. This is reflected in the fact that the force's Witness Care Unit currently have over 8,000 victims and witnesses in the system awaiting court outcomes. It will take some time to return to a pre-pandemic 'normality', but I am committed to leading our criminal justice partners to ensure we are applying our best efforts.

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

- **Operation Soteria**

Warwickshire Police are involved in Operation Soteria, a national research and change programme looking to transform the police response to rape and serious sexual offences (RASSO). The programme brings together police forces with academics and policy experts to use new insight to enable police forces to build more effective investigations, to deliver lasting improvements to the experiences of victim-survivors and ensure that our communities can be confident that perpetrators will be brought to justice. Both RASSO and VAWG are critical areas of work for policing, consequently I am taking an active interest in the progress of Operation Soteria, including requesting quarterly updates to be provided at LCJB meetings.

5. Scrutiny and Assurance

As a police and crime commissioner, my principal obligations include: -

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

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

5.1. Performance and Planning Working Group

On Thursday 9 March 2023, a meeting of the 'Panel - Performance and Planning Working Group' was held. The OPCC were represented by Polly Reed in her position as the Chief Executive Officer, and Claire Morris as the Head of Business Services and Assurance.

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I understand that the chair of the working group will be reporting to the Panel on the key aspects from this meeting. I am content to answer any questions that may subsequently arise.

5.2. Police and Crime Plan delivery monitoring

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

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

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

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

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

5.3. Governance and Performance Board

I hold a 'Governance and Performance Board' (GPB) each month with Warwickshire Police's chief constable, together with senior officers from the force and the OPCC. The schedule of meetings incorporates an in-depth scrutiny of force performance and finance, along with topical issues of interest. In addition, at each GPB meeting a 'Focus' topic is selected for additional scrutiny: -

2022/23

- December - Performance / Empower-People
- January - Safeguarding children
- February - Offender Management
- March - Performance / Victims Code

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2023/24 Proposed Schedule

- April - Sustainability
- May - Road Safety
- June - Performance / Cyber Crime
- July - Anti-Corruption
- August - Neighbourhood Policing / Rural Crime
- September - Performance / Justice Outcomes for VAWG
- October - Crime Prevention for Serious Violence
- November - Empower Review
- December - Performance / Victims & Witnesses
- January - Safeguarding Children
- February - Engagement & Community Contact
- March - Performance / Strategic Policing Requirements

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

www.warwickshire-pcc.gov.uk

5.4. National Crime & Policing Measures

As part of the Government's strategic priority for there to be a relentless focus on cutting crime and to improve police performance, the National Crime & Policing Measures (NPCM) have been introduced as an element of its Beating Crime Plan. The measures therefore set out the Government's key national priorities on crime: -

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

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

The data for the Q3 2022/23 NPCM was discussed at the March 2023 meeting of the GPB and a report has been published on the OPCC website, in compliance with the Specified Information Order 2011 (amended).

5.5 HMICFRS

In my previous report to the Panel in November 2022, I provided an update on the HMICFRS inspection of Warwickshire Police during 2021/22. Of note is that the category of Investigations was assessed as 'requiring improvement' and five Areas for Improvement (AFIs) were identified. The report can be found at: -

[PEEL 2021/22 – An inspection of Warwickshire Police - His Majesty's Inspectorate of Constabulary and Fire & Rescue Services \(HMICFRS\) – Home \(justiceinspectorates.gov.uk\)](https://www.justiceinspectorates.gov.uk/peel-2021-22-an-inspection-of-warwickshire-police-his-majestys-inspectorate-of-constabulary-and-fire-rescue-services-hmicfrs/)

In terms of progress against these AFIs, operational HMICFRS matters are managed by the Force's Liaison Officer operating in conjunction with the HMICFRS Force Liaison Lead (FLL). A new FLL for Warwickshire has recently been appointed, who is adopting a very structured approach to what the force has done / is doing to meet the AFI objectives over an extended period. As such, the sign-off of AFIs as having been satisfied is unlikely to occur before February 2024. In the meantime, the force is gathering evidence of sustained improvement.

Strategic oversight of these AFI's is principally delivered through the strategic 'Investigations, Standards and Outcomes Board' chaired by the force's Head of Protective Services, at which the OPCC are represented. Further governance is provided at the 'Force Assurance Board' chaired by the Deputy Chief Constable, at which the OPCC are represented by its CEO.

One of the key ambitions of the force's Empower People operating model is to improve the force's capacity and capability to investigate crime more effectively and efficiently. Two important strands of the programme are the introduction of a Domestic Abuse and Rape Team (DART) and a Patrol Investigations Unit (IPU) to bring more offenders to justice, improve victim-survivor satisfaction, and increase public confidence in the service. The outcomes of these initiatives will not be known for some time until the post-implementation review is completed, but I am confident that positive results will be achieved across a range of performance metrics as a consequence of their introduction.

5.6 Police complaint reviews

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

Since this legislation came into effect, the OPCC have conducted 108 complaint reviews and have subsequently made recommendations to Warwickshire Police to improve service delivery in 45 of these cases, all recommendations have been accepted by the force.

This responsibility to conduct complaint reviews provides me with a good insight as to the issues and themes that result in public complaints and provides me with an

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avenue to formally remedy a member of the public's continued dissatisfaction with the service provided by the force.

6. Engagement

It is hugely important that the public's voice is fully heard by the police and other agencies. As an elected representative of the residents and communities of Warwickshire, I want to ensure all agencies are working together to reduce crime, support victims and make communities safer. Therefore, together with Emma Daniell as my Deputy PCC we are committed to an extensive and expanded programme of engagement and consultation, so that we fully understand local policing issues and criminal justice needs.

6.1. Engagement 2022/23

Over the past four months, Emma and I have participated in a diverse range of meeting with members of the public, partner agencies and elected officers. The more notable events and engagements have included: -

November 2022

- 03/11/2022 - Aspire in Arts, Nuneaton - grants scheme.
- 17/11/2022 - Community engagement session in Nuneaton town centre.
- 18/11/2022 - Community Safety Summit in Nuneaton.
- 19/11/2022 - Community engagement event at Southam Market.
- 24/11/ 2022 - Fred Winter Centre and Stratford CCTV room.

December 2022

- 02/12/2022 - Community engagement event at Rother Street Market, Stratford.

January 2023

- 17/01/2023 - National Farmers Union AGM.
- 31/01/2023 - Milverton Neighbourhood Watch Association.

February 2023

- 18.02.2023 - Rugby Churches Light up Warwickshire worship event.
- 28.02.2023 - Tysoe school to discuss the role of the PCC.

March 2023

- 01/03/2023 - Probus Club of Beaudesert to discuss the role of the PCC.
- 11/03/2023 - South Warwickshire Advanced Riders - grants scheme.
- 16/03/2023 - Equality and Inclusion Partnership - grants scheme.

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- 28/03/2023 - Myton School with Crimestoppers relating to knife crime awareness - grants scheme.

In addition to the above, my Deputy and I have attended Town and Parish Council meetings at Cubbington, Lapworth, Alcester, Stoneleigh and Ashow and Warwick, as well as the Community Forum in Kenilworth. I also held an online engagement session in January for all Town and Parish councils in January 2022.

Highlights from this period include my participation in the annual World Day of Remembrance for Road Death victims in November. Warwickshire Road Safety Partnership organised an uplifting service remembering lives lost and injured on our county's roads at St Mary's Church in Warwick. The well-attended event was the first in-person service we had been able to organise, having held an online version during the pandemic.

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



Visit to Stuart Ross House with Chief Constable Debbie Tedds

6.2 Engagement and consultation in 2023/24

I am planning a continued series of engagement and consultation activity across the next 12-months. I am already committed to attending several partnership engagement events, including the previously mentioned 'Big Conversation' event on Hate Crime and the various 'We Stand Together' events which provide a forum for

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community members to engage with Warwickshire Police regarding concerns about hate incidents.

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

I am also planning a range of engagement events across the county, including in Rugby, Coleshill, Atherstone, Nuneaton and Bedworth, Whitnash and Shipston, as well as continuing to speak at town and parish council meetings across the county. Following the success of last year's engagement events at town centre markets, my office is again organising stalls in our market towns. I will use each event as an opportunity to gain feedback through my refreshed 'You Police, Your Views' survey.

I will continue to work with EquiP, the Youth Parliament and other organisations to reach wider and more diverse audiences.

7. Commissioning and Grants

To support the objectives of my Police and Crime Plan, my office has recently concluded a full procurement process to commission the following five victim support services for Warwickshire: -

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

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

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

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

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

7.1. Independent Road Victims Advocate Service

Last year, I commissioned a Road Victim Needs Assessment by Staffordshire University to better understand the needs of those bereaved and seriously injured by road traffic collisions. Work on the needs assessment commenced in February 2022 with the final product being produced in July 2022. The needs assessment provides evidence based to inform future commissioning of a niche road victims service in Warwickshire.

Work is currently being undertaken by my office to commission the Independent Road Victims Advocacy Service. The newly commissioned service is expected to commence delivery from September 2023.

7.2. Commissioner's Grant Scheme 2023/24.

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

The comprehensive evaluation process is well underway to determine which applications will be supported and on 27 March 2023 the formal grants panel met and made final decisions on 2023/24 awards. Projects will commence from April 2023 and will cover the period to the end of March 2024. All applicants will be notified of the outcome by the week commencing 3 April 2023, subject to the successful completion of all due diligence checks and details of the awards will be published on the OPCC website in due course.

The grants scheme is specific funding for a twelve-month period and further funding is subject to organisations applying in future years. There are no circumstances that would lead to expectation that local authorities would have to provide funding for projects that cease.

7.3. Additional funding

7.3.1. Safer Streets 4

In my previous report to the Panel I referred to the allocation £354k of funding awarded to Warwickshire by the Home Office under the Safer Streets 4 initiative to target Violence Against Women and Girls (VAWG), Anti-social Behaviour (ASB), and prevent neighbourhood crime (burglary, robbery, vehicle crime and theft). This investment has enabled my office and the county's local authorities to: -

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

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- Deliver environmental interventions in Nuneaton, Rugby, Stratford, and Leamington, all designed by their localities.

7.3.2. Serious Violence Duty funding

Further to the preceding Para. 4.1a, my office has secured funding from the Home Office to assist the specified authorities in Warwickshire to support implementation and delivery of the Serious Violence Duty. My office acts in the capacity as 'Grant Holder' on behalf of the Home Office, with local responsibility for ensuring effective allocation and utilisation of the funds. We have therefore been working closely with local Duty Holders, in particular Warwickshire County Council, to put in place the necessary financial, governance and oversight arrangements.

8. Finance

The forecast outturn for the 2023/24 revenue budget, as at the end of January 2023 is showing a net expenditure, after income, of £119.946m, which is £1.443m less than the £121.389m of core funding, consisting of government grant, and precept.

This forecast outturn is broadly consistent with the forecast reported in recent months, and has arisen primarily due to underspends on officer, staff and PCSO pay and increased income. The £1.4m underspend will be allocated to reserves at year-end to partially fund future services, notably capital investment thus reducing the need to borrow. The underspend on pay is however temporary, the uplift officer headcount of 1,100 will need to be sustained after April 2023, which will increase future pay costs, provided for within the 2023/24 budget, but will also secure the payment of the uplift grant, which is accompanied with punitive financial penalties if uplift officers are not maintained.

High demand for vetting services continues and this is being carefully managed and monitored by the new vetting service leadership team to ensure that customer service levels are being met, and that the ambitious income targets are achieved through improved efficiency and productivity.

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

The latest forecast outturn for capital is £10.228m across estates work, ICT projects and fleet replacement. This will be funded primarily through a combination of revenue funding, reserves, S106 funding and borrowing, and this level of investment will help to ensure that our estate and fleet are both compliant and fit for purpose, and that we continue to invest in digital services to maintain the infrastructure that will help to improve our productivity and efficiency and avoid the re-accumulation of

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'technical debt'. This forecast may reduce if slippage in key projects occurs and intended work cannot be completed by year end.

Reserve levels remain resilient and are forecast to be circa £15m by 31 March 2023. These are our main mechanism for managing risk in an increasingly uncertain world, although a proportion will also be used to fund capital and meet other commitments over the medium term in line with our MTFP and reserve strategy, which show reserve levels reducing but being maintained at just above £10m over that period.

As we approach year-end, we are planning to produce and publish our 2022/23 draft Statement of Accounts by the end of May 2023 deadline and have agreed the commencement of the financial statement external audit in July 2023 with Grant Thornton. We were amongst 12% of reported public bodies nationally who achieved the publication deadlines for our 2021/22 audited accounts and finance staff will be working hard to meet the tighter deadlines again this year.

9. Office of the Police and Crime Commissioner

My office welcomes a new Policy and Partnership Officer in May, to continue to work collaboratively and support partners across Warwickshire.

Further recruitment of an Intern to support Public Affairs is currently live and we expect to interview in April. This will be a first for my office and an exciting development opportunity for the successful candidate.

10. National matters

10.1. Vetting

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

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

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

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

10.2. Casey Report

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

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

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

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

I will now be studying the recommendations of the Casey Review to understand how they may be applicable to us here in Warwickshire. Only by answering the legitimate questions that arise from such a damning assessment of behaviours can policing demonstrate that it really does have officers and staff of the highest calibre and that

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arrangements to protect the public from those who seek to subvert the system are robust and effective.”

I hope that the action being taken provide reassurance to the Panel that these important matters, which cause so much damage to public confidence in the police service, are being appropriately addressed with the urgency and vigour that they deserve.