

Warwickshire Police and Crime Panel

Annual Report 2023/24



North Warwickshire
Borough Council

Nuneaton
&
Bedworth



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

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