



Police and Crime Panel 21 November 2024

Police and Crime Commissioner's Report

Report Date	21 November 2024
Security Classification	Official
Disclosable under Freedom of Information Act?	Yes

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

1. Introduction

The last meeting of the Warwickshire Police and Crime Panel took place two-months ago on the 26 September 2024. The purpose of this report is to provide the Panel with an update on my key activities since this time as the Police and Crime Commissioner for Warwickshire (PCC), those of my Deputy Police and Crime Commissioner (DPCC), and the Office of the Police and Crime Commissioner (OPCC).

In addition to those subjects already identified as standing agenda items, and listed in the scheduled work programme, at an earlier meeting of the Panel on 20 June 2024 it was requested that: -

1. Warwickshire Hunt Review:

“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.”

At the last meeting of the Panel, I advised that an Independent Reviewer had been appointed to conduct the review with clear terms of reference established. As this important work continues to be progressed, I intend to provide a verbal briefing to the Panel on these matters to ensure that my update is as current as possible.

2. Police and Crime Panel Consultation:

“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”.

This discussion took place at the September Working Group where panel members received an update on the consultation and development of the plan. A further update on progress in preparing the new plan is provided in section 3.2 of this report.

2. Deputy Police and Crime Commissioner

Emma has returned back into the role as my deputy and is committed in her support as I develop my new Police and Crime Plan. She continues to invest time and energy in areas of prevention; highlighting, scrutinising and promoting the force and partners work across retail crime and youth engagement.

Emma is the Senior Responsible Officer in Warwickshire for the delivery of the Combatting Drugs Partnership. She continues in her regional role on the Cyber Resilience Board and has also taken two national roles, deputising within the Association of Police and Crime Commissioners for the portfolios of Mental Health and Custody, and Serious Violence.

3. Strategic issues

3.1. Chief Constable

On 27 September 2024, Debbie Tedds announced her retirement as the Chief Constable of Warwickshire Police. She was appointed to this position in 2021, having first joined Warwickshire Police in March 1989, representing 35 years of service to the communities of Warwickshire.

On behalf of the residents, I want to put on record my thanks to Debbie for her long service. She had the unique distinction of serving in every rank on her way to the most senior role, something of which I know she is rightly proud. I think history will show her biggest contribution was enabling Warwickshire Police to transform into the force it is today. I now wish her all the best in her retirement.

Keen to ensure strong leadership of the force, I therefore asked Deputy Chief Constable Alex Franklin-Smith to step-up to Temporary Chief Constable on an interim basis, while I put in place arrangements for a full open recruitment process for the next Chief Constable. This recruitment is now live, the closing deadline for applications is the 20 November 2024 and the interviews are scheduled to take place on 6 December. Once selected, the preferred candidate will be required to attend a public Confirmation Hearing before the Panel, where the Panel will receive full details of the appointment process.

I am seeking an individual with exceptional leadership skills, a public-facing approach, and a talent for community engagement who is adept at fostering strong collaborations with our partners. The successful candidate will bring energy and enthusiasm to propel the force to the next level of excellence. An unwavering commitment to both the county and the force is essential, along with significant experience across the policing sector, including roles in various forces that showcase a diverse understanding of policing. It remains an exciting time for Warwickshire Police, and I am confident that officers and staff will continue to provide the best policing services to the public whilst I seek the next Chief Constable.

3.2. Police and Crime Plan 2025-29

On 3 November 2024, the consultation on the draft priorities for the Police and Crime Plan 2025-29 closed, with the target size of over 1,000 responses achieved. Supplementary focus groups including young people, victims of crime, and representatives of the GRT community were also undertaken.

Analysis work is now being undertaken by our research agency TONIC, with headline findings available in late November 2024 and a full report by early December. This will enable me to assess the levels of support for the proposed priorities and to consider the feedback gathered prior to finalising the draft plan to present to the Panel.

In parallel, discussions will also take place with the temporary Chief Constable and senior leadership team at Warwickshire Police to ensure the plan is robust and is

operationally sound. A full report on the consultation, prepared independently by TONIC will be provided to the Panel alongside the draft Plan in due course.

4. Police and Crime Plan 2021-2025

4.1. Fight crime and reduce offending

a) Violent crime

My OPCC continues to work closely with Warwickshire County Council (WCC), 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. Current and planned activity includes multi-agency training, youth mentoring from St Giles Trust as part of a WCC-led Transitions Team, Virtual reality Knife Crime projects, Social Media and Cyber Educational Programmes, and a Pathways Team within Youth Justice, plus locally led interventions.

b) Organised crime

The OPCC is paying close attention to the National Police Chief's Council (NPCC) Serious Organised Crime (SOC) Reform programme currently taking place. The aim of the programme is to review the current NPCC SOC system and network, and to present recommendations. The programme is currently in scoping phase 1, which involves developing a clearer understanding of the SOC landscape.

The OPCC is also supporting the re-launch of the partnership SOC Delivery Group, which will now be chaired by Det Supt Jon Belcher, and is an important aspect of the overall approach to tackling this issue. This group will also oversee the wider rollout of the national 'Clear - Hold - Build' initiative, which is currently being piloted on the Nuneaton and Bedworth Borough.

c) Reducing reoffending

The Panel will recall that the Home Office and I jointly fund a Domestic Abuse Perpetrator Programme (DAPP) for Warwickshire, some of the interventions for which are of 6-months and 9-months duration. My Office monitors delivery of the programme and I am pleased to report that as of 10 October 2024, over 96% of perpetrators completing interventions showed improvements across all five of the key outcomes sought. Furthermore, individuals are tracked for a period of 12-months after programme completion and of those who have reached that milestone nearly 95% remain free from involvement in any Domestic Abuse incident.

4.2. 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; the force establishment is now 1,122 officers for 2024/25 and has therefore significantly

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exceeded this aspiration. As of October 2024, the full time equivalent (FTE) headcount strength stood at 1,144 officers. This figure is expected to incrementally decrease to the reach establishment figure in Q4 2024/25.



Figure 1: After 19 weeks of training, the Police Constable Entry Programme officer intake proudly graduating in front of their friends and family.

b) Neighbourhood policing

• Rural Crime

It was a pleasure to recently mark the 5th anniversary of the formation of the Rural Crime Team, which was positively reported in the media. Their performance has been outstanding!



Figure 2: The Police and Crime Commissioner with Chris Lewis, ACC Ben Smith and members of the Rural Crime Team.

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Over this period, they have recovered stolen property and vehicles worth in excess of £4m. Much of this property has been returned to their original owners, offenders have been brought to justice, criminal intelligence has been gathered and multiple crime prevention measures have been put in place.

Valuable organisational partnerships within and outside of policing have been formed and Warwickshire is now seen as a beacon of best practice in responding to crime relating to rural, wildlife and heritage assets.

A new Chief Inspector, Inspector and Sergeant have very recently joined the team, who are determined to build on the success of the last five years.

c) Transforming the force

A visible and effective force is underpinned by having suitable premises to deliver services from. Work continues between my office and Warwickshire Police and its Estates Team to ensure that progress continues to be made with the identified projects. These enable the estate to be fit for purpose, meet the needs of the workforce, and to be compliant with legislation and guidance. Some of the areas of this ongoing work include: -

- The conclusion of the development of a PCC-led estates strategy, setting out my aims to ensure that Warwickshire Police have facilities to meet its current and future operational policing needs. The strategy will be subject to consultation, before publication in the new year.
- Works continue on the approved projects for 2024/25 with good progress having been made on completing capital works to the freehold estate, improving the facilities and securing the future operation effectiveness of the premises.
- Representations have been made to Local Planning Authorities in support of local plans being inclusive of requesting S106 developer contributions to policing.
- Following the transfer of leasehold management from Warwickshire Police to the OPCC, several expired leases have been re-negotiated to ensure that the force has security of tenure, with location driven cost-effective leases for premises to operate from.
- Several key connections have been made county-wide regarding decarbonisation, sustainability and one public estate.

4.3. Keep people safe and reduce harm

a) Violence Against Women and Girls

The OPCC continues to actively support the county's Violence Against Women and Girls (VAWG) Board and its subgroups in tackling this issue, as well as the wider impacts of Domestic Abuse and Sexual Violence on all victims, regardless of their gender.

There still remains challenges in the Criminal Justice System in terms of improving communication with victim-survivors, as well as reducing backlogs and delays in

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cases reaching trial. I am actively involved in working with partners and other PCC / OPCC colleagues across the region and country to tackle these issues - many of which require national solutions.

- **Stalking**

The Panel will be aware of the recent publication of a Stalking 'super-complaint' by HMICFRS. I was pleased to see that Warwickshire Police have proactively set up an internal working group to respond to the learning identified and the recommendations made. There have also been parallel constructive conversations in the VAWG Board about establishing a Stalking Task & Finish Group, which is likely to be facilitated by my Office.

b) Vulnerability

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

Implementation of Right Care Right Person (RCRP) in Warwickshire continues to progress, overseen by my OPCC. Phase 1 (Concern for Welfare) and Phase 2 (Walkout of healthcare facilities & AWOL from mental health establishments) have both been in place since May / June 2024, with positive outcomes for individuals being seen.

Phase 3 (Transportation of Patients) and Phase 4 (Section 135/136 Mental Health Act & Voluntary MH patients) was due to be implemented on 21 October 2024 but has been delayed to 18 November 2024 at the request of partners to ensure that they are ready to accept these responsibilities.

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

I have previously updated the panel regarding the work of my Office in supporting discussions and plans to separate the current Joint Safeguarding Partnership arrangements and revert it back into its two constituent parts - a Child Safeguarding Partnership, and an Adult Safeguarding Board. As part of these changes, I shall now be sitting as a member of the Child Safeguarding Partnership's Oversight Group, this will further strengthen my insight into this important area of work.

c) Road Safety

As part of the modernisation of the police Road Safety Unit (RSU) and review of all its processes, a new operation has been developed called Operation Tenacity. This initiative is aimed at serial offenders who seek to avoid payment of fines having been detected by speed camera technology on Warwickshire roads. This cohort of people is significant and stubborn and require dedicated time and resource to track them down and bring them to justice. The RSU are getting some impressive results, the work of the RSU and this operation has been nationally recognised and has attracted interest from other police forces as a means of bringing persistent offenders to justice.

Discussion continues with the Warwickshire Police regarding the introduction of 20mph limits, enforceability, and how Community Speed Watch volunteers engage with the challenge.

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On a personal note, I was delighted to be informed that my road safety lead Chris Lewis had received an award from the prestigious national 'Road Safety Support' organisation at their recent conference for 'Individual Excellence in Promotion of Road Safety'. Chris absolutely reflects my determination to make Warwickshire's roads safer.

4.4. Strengthen communities.

a) Involving communities

- **National Volunteers Week**

There is an ongoing recruitment drive for both the Independent Custody Visitors (ICV's) and Appropriate Adults (AA's). We currently have seventeen ICV's and six AAs in our schemes and I am extremely grateful to all members for the time they give to provide support for vulnerable adults, and to scrutinise the treatment, safety and dignity of detainees held in police custody.

Since the last panel meeting, my office held the first joint ICV Panel meeting with both the North and the South volunteers, to enable them to come together to discuss their experiences in custody and to raise any concerns. My office will also be holding the ICV Annual General Meeting in January with the delivery of various inputs including from the Custody and the Independent Custody Visiting Association (ICVA).

- **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, provide assurance, and improve the 'trust and confidence of our communities. Recommendations made by the Panel in respect of the 'respect and dignity' of those held in police detention have been subsequently adopted by Warwickshire Police.

The next meeting of the CDISP is scheduled for Wednesday 4 December 2024, where the subject of 'strip-searching' in custody, with a focus on its use on children and young persons, will be scrutinised.

b) Crime Prevention and Partnership working

- **Prevent (Counter-terrorism)**

As I am a 'specified authority' for the Prevent duty, the OPCC is an active member of the county's Prevent Steering Group. To demonstrate our commitment to this essential partnership activity, my Office has developed its own Prevent Operating Protocol. This has been welcomely received by the Prevent Coordinator and shared with the Home Office as an example of good practice.

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

Operation Resolve is the local activity that has been implemented in response to the Home Office 'Hotspot Response Funding. In the eighteen ASB hotspot areas identified in the county, to date it has delivered 4,046 hours of high visible patrols, 39

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arrests and 53 stop and searches. This includes activity by Warwickshire Police and also Community Wardens in the Warwick District. The communications strategy has included the production of several 'Hero Mode On' videos to be targeted at young people via social media. These videos encourage young people to play a role in preventing ASB in their community.

My office is involved in monitoring the funding and liaising with the Home Office. Discussions have begun within the force to determine how this enhanced policing will continue after the funding ends.

The recent HMICFRS spotlight report on ASB made a number of recommendations. As it is a national thematic report, my office will monitor the force's compliance with the recommendations through existing governance arrangements.

4.5. Deliver better justice for all

Victims and Witnesses

Very recent communication from the Ministry of Justice (MoJ) clearly indicates that key aspects of the Victims and Prisoners Act 2024 - duty to collaborate and Victim Code compliance - will not be implemented until 2026. The OPCC will continue to liaise with the MoJ, and the Association of Police and Crime Commissioners Victims Working Group, on these matters.

Without doubt, early release of prisoners, prison capacity and court back logs continue to dominate the victim and witness landscape and agenda. This is strongly reflected in the recently published Victim Commissioner's Annual Report for 2023/24, which is being scrutinised by the OPCC victims' lead.

c) Justice Outcomes

- **Local Impact of the Prison Capacity Crisis**

It has been heavily reported upon in the media about the country's ongoing prison capacity crisis in the male estate. Government (both past and present) have implemented a range of programmes to directly address this situation. These include the End of Custody Supervised Licence (ESCL), which was replaced on 9 September 2024 by the 40% Standard Determinate Sentences (SDS40) initiative, intended to reduce the proportion of sentences served in prison from 50% to 40%.

Important safeguards and exemptions were applied with both ESSL and SDS40 to keep the public and criminal justice colleagues safe. There were two main release dates under SDS40 for other eligible prisoners (10 September 2024 and 22 October 2024). As the LCJB Chair I am pleased to report that - thanks to the diligence of the preparatory work undertaken by Warwickshire Probation and other partners - the impact in Warwickshire has been well managed and communicated to all key Criminal Justice partners.

5. Governance and Assurance

There are currently two formal meetings where I formally 'hold to account' the Chief Constable, in accordance with my statutory responsibilities under the Policing Protocol Order 2023: -

1. A weekly meeting with the Deputy PCC, OPCC Chief Executive and Deputy Chief Constable in attendance
2. A monthly Governance, Scrutiny Board (GSB), 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*

2025

- *January* - *Major Investigations Unit*
- *February* - *Families First Programme*
- *March* - *Operations Communications Centre*

5.2. 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 previous 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. Therefore, for the information of the Panel, the latest SIO NCPM report for Q2 2024/25 is at Appendix A of this report

5.3. 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

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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 25 October 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 police complaints, anti-anti-corruption, and vetting.

The Independent Office for Police Conduct publishes quarterly and annual performance data in respect of police complaints. In accordance with the 'Specified Information Order 2011', a summary of the Q1 2024/25 information with a narrative setting out how I 'hold to account' the Chief Constable for complaint handling performance, together with an assessment of my own performance in carrying out certain statutory complaint handling functions, is published on the OPCC website at:

[Complaints Handling - Office of the Police and Crime Commissioner for Warwickshire](#)

5.3.1 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 fifteen reviews have been completed, resulting in twenty-one recommendations being made to Warwickshire Police in cases where either the 'handling' or 'outcome' to the complaint has not been "reasonable and proportionate".

5.4 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 25 September 2024, where the Committee received a full update on a variety of subjects. The next meeting of the JASC is scheduled for Wednesday 22 January 2025, where the subject of Standards and Ethics will also be considered as a standing bi-annual agenda item.

5.5 Police and Crime Panel Performance & Working Group

On Thursday 19 September 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 reports on: -

1. Police and Crime Plan consultation
2. Domestic abuse and commissioned services

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3. 'Holding to account' arrangements between the PCC and Chief Constable.
4. Warwickshire Police performance, with a focus on areas of performance of particular interest to the Panel, namely: -
 - i. Crime detection.
 - ii. Anti-social behaviour.
 - iii. Non-emergency 101 service.
 - iv. 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 14 November 2024, a date after the production of this report.

6. 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: -

September:

- Visit to Safeline, a commissioned service that provide specialist services for victims of sexual abuse and violence.
- Community Speedwatch Event
- Visit to Guide Dogs National Centre
- Visit to RoSPA Advanced Drivers
- Visit to Warwickshire Search and Rescue

October:

- The High Sheriff's Legal Service
- Community engagement with Warwickshire Police 'Cuppa with a Coppa'
- Joined Warwickshire Police on an operation during Safer Business Action Week

November:

- County Landowners Association Warwickshire Committee Meeting
- CAVA Funders Fair, Atherstone
- Warwickshire and West Midlands County Association of Parish and Town Councils AGM
- Kenilworth and Alcester Remembrance Service
- Bedworth and Leek Wootton Armistice Day Service
- Warwickshire Road Safety Remembrance Service

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- Emma, as my Deputy PCC, has continued to attend Warm Hubs across the county, including at Shipston-on-Stour and Luddington.

In September 2024, I hosted a Warwickshire Safer Partnership event at Warwick Racecourse, where a 100 of our partners came together to discuss how we can all work together to achieve this aim. It was a hugely successful collaborative day, providing an opportunity for key partners to influence the next Police and Crime Plan.

7. Commissioning and Grants

7.1. Government Grants

As previously reported, I receive several specific grants outside of core police funding that I use to commission services and deliver projects across the county, many of these will cease at the end on 31 March 2025.

The MoJ has advised that on the 2 December 2024 they will provide an update on the funding available for 2025/26, but at the time of writing there has been no confirmation on the likely timelines for the provisional settlement and/or grant funding updates from the Home Office.

My office is planning for a range of potential scenarios dependent on the level of funding awarded, but if the current funding levels are not maintained as a minimum then there is a risk that the support services provided to victims, or project work to address priorities in my Police and Crime Plan, may be adversely affected,

7.2 PCC Grants to third parties

2024/25

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. All funding has been allocated for 2024/25 and grant funded projects will continue to be delivered up until the 31 March 2025.

This is in addition to the £175,000 of funding made available to the county's Community Safety Partnerships to undertake projects that reflect shared community safety priorities. There has also been an additional county-wide CSP funding allocation to the sum of £25,000 for projects or initiatives that are endorsed by all CSPs in Warwickshire and that aim to address issues throughout the county. In addition to this CSP funding, I also provide support and partnership funding for Community Safety Analysts, and Rural Crime Advisors.

I have engagement visits planned over the coming months with many of the funding recipients and I have recently received their mid-year progress updates. This mid-year report allows me and my office to understand the nature of the project, its progress, the outcomes achieved aligned to my Police and Crime Plan priorities, and how the grant funding is achieving value for money.

2025/26

On Monday 21 October 2024, the 2025/26 PCC Grants Scheme was launched, with the application window set to remain open until the 29 November 2024. The overarching theme is prevention and / or diversion, with four specific themes;

1. Reducing reoffending.
2. Road safety.
3. Crime prevention.
4. Children and young people.

On the 21 October 2024, an online launch event was held, which was well attended by over 50 individuals from a variety of organisations to understand more about the scheme and the process for application. I am pleased to report that several applications have already been received through our new online application portal. I look forward to the receipt of many more before the deadline later this month.

7.3 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, and in the recent report to the Panel's Performance Working Group.

The OPCC 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. As part of the contract monitoring process, any issues are worked through to ensure services are performing and value for money is being achieved.

8. Finance

8.1. Statement of Accounts

Our external auditors Azets have completed the vast majority of their work on our accounts and also on the arrangements in place for achieving value for money. However, as previously reported, we are still awaiting the completion of the WCC pension fund audit by Grant Thornton, as the information is reflected in our accounts for staff members who are part of the Local Government Pension Scheme (LGPS). The PCC and Chief Constable are kept informed of the position, and the JASC also received a full update on the position at its last meeting in September 2024. Based on the current information, all are supportive of our accounts being signed-off and the audit opinion issued as soon as possible. No significant issues have been

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identified by the external auditors, and an unqualified opinion is anticipated. It is hoped that the WCC work will be completed soon, and that the PCC and Chief Constable's 2023/24 Statements will be swiftly signed-off following that.

8.2. Pay Award

The police officer pay award was agreed earlier in the year at 4.75%, which is due from the 1 September 2024. The staff pay award has now also been agreed at the same level. A Government grant of £1.112m has been awarded to fund the police officer pay award above the budgeted level of 2.5%. However, the police staff pay award is unfunded. Whilst it was also budgeted for at 2.5% the additional 2.25% represents an additional in-year cost pressure of £0.398m, which will be funded from the reserves. If not, other savings are available. The pressure will need to be fully addressed in the 2025/26 budget setting process.

8.3. 2024/25 Budget Forecast

I continue to hold the Chief Constable to account for spending against the 2024/25 revenue budget, and I receive regular monthly updates. At the end of September 2024, a forecast year-end overspend of £0.208m has been reported, this includes the increased pay award costs for officers and staff. There are a variety of items that account for the variance, some are one-of costs, whilst others will need to be addressed as part of the 2025/26 budget.

Expenditure on capital schemes is currently forecast to be £11.475m against a revised budget of £12.996m, which includes slippage from 2023/24. The capital investment in estates, ICT and fleet, will be funded primarily from borrowing, revenue contributions, grants and s106 funding.

The 2024/25 closing balance on reserves is forecast to be £12.407m, after a net total draw-down from reserves of £0.700m in 2024/25. Reserves are currently planned to fall over the medium-term to just below £10m. However, reserve levels will be considered more fully as part of the budget process for 2025/26 to ensure that they remain adequate. In the short term, police overtime and income are the most material risks to reserves, whereas in the medium term the main risks relate to police pay, income volatility, and core funding levels.

8.4. Budget Planning

Work on the 2025/26 budget is progressing. The budget announcement on the 30 October 2024, included little detail and reference to policing or crime. It also remains unclear whether the increase in national insurance (NI) will be funded through grant. The expected cost pressure that the changes in NI from April 2025 will create is £2.1m, which will add significantly to the cost of a standstill budget for 2025/26.

Several budget options for 2025/26 and the medium-term is currently being modelled based on a variety of assumptions for pay, inflation, vacancy factors, income projections and other costs that are either known or expected. The most significant piece of information that remains unknown is the level of government funding and precept flexibility. The timing for the receipt of this information is unclear.

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Our work will continue over the coming weeks to develop these financial plans to deliver a 2025/26 budget and medium-term financial strategy that is affordable, sustainable and resilient, and that provides for improvements in operational policing. A variety of budget consultation meetings are already planned, I look forward to sharing further details on the budget in due course.

The capital budget is being developed alongside revenue. More detail on the required levels of capital investment in estates over the next five-years is known, similar plans for digital services, and fleet are also being developed. These will create a better understanding of the investments needed and for appropriate financing decisions to be identified. There is likely to be slippage in some capital projects from 2024/25 into 2025/26, which will add to the capital budget for 2025/26, the 'business as usual' capital programme is likely to be in the region of £7m.

APPENDIX A

National Crime and Policing Measures

Q2 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: -

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.

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 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.

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

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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 - September 2024.
- Performance Monthly Insights - August 2024.
- Performance Monthly Insights - July 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

The Home Office has identified 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. However, the current measures and baselines were agreed by the previous government and the Home Office officials have not as yet had a steer from Ministers as to how they wish to consider force performance going forward. As a result, the 'outliers' process has been paused.

- In 2023/24, there were six homicides recorded, an increase on the five recorded in the previous year.
- In Q2 2024/25, one homicide was recorded, a manslaughter. The Home Office would not consider Warwickshire Police to be an 'outlier' under the previous criteria.

5.2. OPCC Commentary

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

6. Serious Violence

The Govt. measures are: -

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

The force's measures are: -

- a) Serious violence (Violence with Injury, and Robbery).
- b) Offences involving knife crime or sharp instruments.
- c) 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 Q2 2024/25, volumes (n=1,264) remained stable when compared to the previous Q1 (n=1,262).
- In September 2024, the 3-month rolling average action taken outcome rate was 11.8%, a downward trend since the 19.3% achieved in March 2024.

Robbery Personal

- The Home Office baseline is the data for 2019 (n=470).
- In 2023/24, volumes (n=347) increased by +5% on the previous year.
- In Q2 2024/25, volumes (n=117) remained stable when compared to the previous Q1 (n=117).
- Levels remain above the 3-year average and forecast.

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.

- 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'.
- In 2023/24, volumes (n=64) increased by +20% on the previous year.
- In Q2 2024/25, there were 11 x firearms offences recorded, a significant reduction when compared to the 20 x offences recorded in the previous Q1.

6.2. OPCC Commentary

A question was raised at the GSB Performance Scrutiny - Q1 2024/25 meeting, 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.

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 September 2024, there were 141 approved disruptions of OCGs in the county, above the target of 100 disruptions per month. Of note is that six adults and nine children were safeguarded during this period. It is noted that there continues to be a significant increase in OCG disruption during the last 12-month

Given the complexity and sensitivity of OCGs and County-lines activity, which predominately involves cross-border crime, qualitative comment cannot be provided without further context.

7.2. OPCC Commentary

On 14 May 2024, as part of HMICFRS overall police effectiveness, efficiency and legitimacy inspections, it published its report, 'An inspection of the West Midlands regional response to serious and organised crime'. The report inspected how well the regions police forces, including Warwickshire Police, tackle serious and organised crime (SOC), of which OCG is a significant element: -

[An inspection of the West Midlands regional response to serious and organised crime - His Majesty's Inspectorate of Constabulary and Fire & Rescue Services](#)

The OPCC has subsequently provided a response to the report and its recommendations at: -

[HMICFRS Reports - Office of the Police and Crime Commissioner for Warwickshire](#)

A question was raised at the GSB Performance Scrutiny - Q1 2024/25 meeting, regarding the causes for the significant increase in OCG disruptions during the last 12-months. In addition, it was considered for further scrutiny as a Focus Subject at the GSB - October 2024 meeting.

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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. The OPCC 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 Q2 2024/25, volumes (n=346) increased by +29% when compared to the previous Q1 (n=267)
- Levels were above the 3-year average and forecast.
- Of note is that in September 2024, 100% of reports were attended by police.
- Of note is that the action taken outcome rate for Q2 2024/25 demonstrates an 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.
- In Q2 2024/25, volumes (n=987) decreased by -12% when compared to the previous Q1 (n=1,117).
- Levels were broadly consistent with the 3-year average and forecast.

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.

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- In Q2 2024/25, volumes (n=63) increased by +43% when compared to the previous Q1 (n=44). Volumes remain comparatively small in the context of TRC.
- 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 volume of offences recorded.

8.2. OPCC Commentary

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 the Government's Police Uplift Programme, as of September 2024 the Full Time Establishment stood at 1,144 officers. This figure is due to incrementally decrease to the reach establishment figure in Q4 2024/25.

A question was raised at the GSB Performance Scrutiny - Q1 2024/25 meeting, regarding the specific measures the force are taking to reduce the volume of Vehicle Crime and improve the action taken outcome rates for this offence type.

In December 2023, it was announced that the OPCC had been awarded £1m by the Home Office from the '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. Since this time reductions in the volume of the key performance indicators has been observed.

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: -

- a) Force's own domestic abuse victim satisfaction survey (not comparable with other forces).
- b) 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: -

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Category	Target %	Rolling 6-month % Q1 2024/25 v Q2 2024/25
Domestic Abuse	80	78 > 80
Vehicle Crime	70	66 < 65
Violence	75	66 < 62
Burglary	80	80 > 82
Hate Crime	80	67 > 75

Figure 2: Victim satisfaction rates.

9.2. OPCC Commentary

There are some rolling six-month improvements (Domestic Abuse and Burglary). However, all other satisfaction rates are below the targets set. A question was raised for the GSB Performance Scrutiny - Q4 2023/24 meeting regarding the action Warwickshire Police was taking regarding to improve these rates.

A question was also raised at the GSB Performance Scrutiny - Q1 2024/25 meeting, regarding Warwickshire Police's capacity, capability and resilience to effectively manage the high volumes of victims contact and victim support.

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.

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 force's Performance Reports for Q2 2024/25. 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.

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 only force associated in the action.

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 engaged to ensure that Warwickshire is being supported by this regional resource to prevent cyber-attacks to businesses in the county.