

Police and Crime Plan for Warwickshire 2025-29 (Draft)

Version Number	v0.9
Report date	January 2025
Security classification	OFFICIAL
Disclosure under Freedom of Information Act?	Yes

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Commissioner's Foreword

As Police and Crime Commissioner for Warwickshire, it is my privilege to present this Police and Crime Plan for 2025-2029—a strategic vision for a safer, more resilient county where every individual feels protected, valued, and empowered.

This plan builds on the successes of recent years while addressing the evolving challenges our communities face. Informed by your voices, the professional insight of our police force and the expertise of our partners, it outlines clear priorities for the next four years.

At its heart are three key pillars which seek to: *Strengthen Policing*, *Safeguard People*, and *Protect Communities*—supported by foundational themes that ensure victims are heard, crime is prevented, partnerships are strengthened, and every pound of public money is used wisely.

Policing is, at its heart, about people. It's about the dedicated officers, staff, and volunteers who serve with professionalism, courage, and compassion every day. It's about the victims and survivors of crime, whose experiences must shape our services and whose voices deserve to be heard. And it's about you—the residents, businesses, and community groups of Warwickshire—who play such a vital role in keeping our county safe through trust, engagement, and shared responsibility.

While I am proud of the progress we've made so far, I know there is always more to be done. The challenges we face are complex, but by working together—through collaboration, innovation, and a shared commitment to safety—I am confident we can meet them head-on.

This plan is not just a document—it is a commitment. A commitment to effective, responsive, and transparent policing. A commitment to supporting those most vulnerable in our society. And a commitment to building stronger, more resilient communities across Warwickshire.

I am deeply grateful for your continued support, engagement, and trust in this journey. Together, we will deliver on our shared ambition for *A Safer Warwickshire for All*.

Philip Seccombe TD
Warwickshire Police and Crime Commissioner



Policing in Warwickshire

Warwickshire Police has a proud history since its formation in 1840, combining the strengths of a small county force with a forward-thinking and progressive approach to modern policing. Central to its mission is the commitment to delivering services that meet the needs of local communities while supporting collaborative work with partners across the county.

The operational policing model is designed to meet both current and future demands. It is built around 24/7 response policing and a network of Safer Neighbourhood Teams (SNTs), which deliver visible policing and award-winning problem-solving initiatives in towns and villages. Each of the three local policing areas—north, east, and south—includes patrol teams, patrol investigation units, SNTs and local policing resolution centres.

Specialist teams of highly skilled detectives manage criminal investigations, domestic abuse, trafficking, and exploitation cases. An intelligence hub and prevention hub underpin this work, ensuring data and evidence-led approaches are used to tackle the most significant threats, safeguard vulnerable individuals, and address emerging risks effectively.

The Operations and Communications Centre (OCC) serves as a critical component in operational delivery. Now housed in a state-of-the-art control room in Warwick, the centre provides essential coordination and communication support to frontline teams.

Additionally, a range of professional services underpins service delivery across the force, enabling efficient and effective policing. Warwickshire Police also contributes to regional efforts through its collaboration with the Regional Organised Crime Unit (ROCU), working alongside West Mercia Police, West Midlands Police, and Staffordshire Police to tackle serious and organised crime.

Beyond Warwickshire Police, there are a number of other agencies which work closely together to ensure community safety across the county. These include Local Authorities, Community Safety Partnerships, the Warwickshire Road Safety Partnership and the Warwickshire Drug and Alcohol Strategic Partnership.

Policing in Numbers

At the start of this Police and Crime Plan the force comprises around 1,129 police officers, supported by 70 Police Community Support Officers (PCSOs), over 800 police staff and more than 60 Special Constables, alongside other volunteers.

A typical day for Warwickshire Police involves:



My Vision for Warwickshire

This Plan builds upon the achievements of my previous two terms in office, with the overarching ambition of reducing crime and keeping the people of Warwickshire safe. It reflects my election manifesto commitments, insights from the public consultation conducted in summer 2024, and the professional expertise of the Chief Constable, community safety leads, and partner agencies.

Serving as a strategic blueprint for policing and community safety across Warwickshire, this Plan sets out the key priorities for the next four years. While not exhaustive, it highlights the core areas I expect the Chief Constable to focus on and identifies collaborative work to be undertaken by my office, in partnership with local authorities, community safety organisations, and other stakeholders.

The 12 priorities are grouped under three key pillars, supported by five foundational themes that will underpin every aspect of our work:

A Safer Warwickshire for All				
The Three Pillars				
Strengthen Policing	Safeguard People	Protect Communities		
Increase Policing Effectiveness	Reduce Violent Crime	Reduce Theft, Burglary and Robbery		
Enhance Neighbourhood Policing	Tackle Abuse and Exploitation	Respond to Serious Organised Crime		
Build Trust and Confidence	Reduce Reoffending	Reduce Crime in Rural Areas		
Improve Results	Reduce Road Casualties	Tackle Anti-Social Behaviour		
The Five Foundational Themes				
Support Victims and Survivors	Crime Prevention	Engage and Empower Communities	Effective Partnership Working	Sustainability, Resilience and Value for Money

In alignment with national priorities, this Plan ensures that all agencies operate in a coordinated, efficient, and collaborative manner to achieve our collective goal: 'A Safer Warwickshire for All'.

The Foundational Themes

The Police and Crime Plan is built upon five foundational themes which underpin everything I am seeking to achieve:

Support Victims and Survivors

Supporting victims and survivors is essential to promoting justice and community well-being. Listening to their experiences and empowering them ensures services meet their needs and give them a voice. It is vital that victims are informed, supported and treated with respect, in line with the Victims' Code.

Recognising the complex needs of victims, timely access to a range of support services—such as advocacy and practical assistance—is crucial. Clear referral pathways between police and specialist services ensure seamless and effective support. Providing accessible information also empowers victims to understand how to report crimes and access help confidently.

Collaboration across agencies and a focus on victim-centred services aim to create a system where victims feel valued and supported throughout their journey. This not only aids individual recovery but also strengthens trust in the justice system and encourages more people to come forward when they need help.

Crime Prevention

Preventing crime is more effective than responding after it occurs, reducing harm to victims and easing pressure on policing and justice services. Embedding evidence-based crime prevention strategies into all areas of policing and community safety is essential for addressing the root causes of crime and anti-social behaviour.

Accessible advice and support for residents, businesses and organisations play a key role in creating safer communities. Initiatives such as Neighbourhood Watch and Business Watch foster shared responsibility and local engagement. Early intervention programmes provide meaningful alternatives to crime, helping to address problems before they escalate.

Using data and analytics to identify emerging crime trends enables proactive action. This approach not only builds safer and more resilient communities but also fosters public trust in policing services and reduces long-term harm.

Engage and Empower Communities

Listening to the voices of communities is vital for shaping effective policing strategies. Capturing public views and addressing their concerns ensures that services are responsive to local needs. Public participation in policy development fosters trust, collaboration and shared responsibility for safety.

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Grant funding supports local organisations to deliver projects aligned with policing objectives, focusing on prevention and diversion activities. Volunteer programmes and community watch schemes further strengthen community engagement. Such involvement can also add valuable skills to policing, including through specialist voluntary service which draws on business expertise. A notable example of this is the Special Constabulary.

This collaborative approach empowers individuals and organisations to take an active role in keeping their communities safe. Strong partnerships between the police and the public make policing services more effective, responsive and trusted.

Effective Partnership Working

Tackling crime and anti-social behaviour relies on strong partnerships across the public, private and voluntary sectors. Effective collaboration ensures crime prevention is more impactful, and victims receive the tailored support they need.

Joint working focuses on sharing resources and expertise to improve efficiency and enhance policing capabilities. Partnerships with external specialists ensure victims have access to the support required for recovery. These collaborations also create opportunities to secure additional funding for targeted projects and interventions.

Promoting best practice across partnerships ensures consistency and continuous improvement. By applying proven strategies and learning from shared experiences, partnerships create safer communities and deliver better outcomes for victims and residents alike.

Sustainability, Resilience and Value for Money

Ensuring public money is spent wisely is critical to delivering real value for communities. Maintaining a balanced budget aligned with strategic priorities while maximising resources is key. Advocacy for fair funding from the government remains an ongoing priority.

Financial resilience will be strengthened through procurement efficiencies and a commissioning strategy informed by needs assessments and performance monitoring. Regular reviews and cost-benefit analysis for significant expenditure ensure spending remains focused and efficient.

Sustainability is also important, ensuring Warwickshire Police makes best use of its resources, reduces its carbon footprint and works to deliver on the aim of tackling the climate emergency. This balanced approach promotes efficiency, accountability and long-term financial stability while delivering high-quality policing services.

The Three Pillars

Strengthen Policing

Effective policing relies on having a skilled, well-equipped workforce which is supported to serve local communities. As police numbers have grown, the focus must remain on ensuring this capacity leads to better service delivery and improved outcomes for the public. Maximising productivity through efficient working practices, supported by technology and training, is essential to enable officers to concentrate on core policing duties and work effectively with partners.

Neighbourhood policing remains central to building trust and confidence and addressing local priorities. Maintaining a consistent and visible presence within communities helps prevent and detect crime, foster engagement and tackle the issues that matter most to residents. Protecting these teams from being called elsewhere ensures they can deliver on their vital role within communities.

Public trust in policing is essential and must be enhanced through robust standards of behaviour, thorough and transparent investigations of misconduct, and high-quality service delivery. Improving investigative outcomes and ensuring victims, particularly those who are vulnerable, receive appropriate support throughout the justice process are key to maintaining confidence in policing and delivering justice effectively.

To achieve this I will:

- Seek to expand Warwickshire Police's workforce to meet the needs of a growing population, where funding allows.
- Seek to grow the Special Constabulary and other voluntary programmes, including the introduction of specialist roles that draw on business and industry expertise.
- Invest in technology solutions to automate routine tasks, improve productivity, and support complex investigations.
- Support workplace wellbeing programmes, ensuring officers and staff have access to resources to manage the challenges of their roles effectively.

Local priorities

Increase Policing Effectiveness

Ensuring police officers and staff are as efficient and effective as possible through improved technology, equipment and training.

Enhance Neighbourhood Policing

Boosting police visibility, working closely with communities to prevent crime and address local priorities.

Build Trust and Confidence

Ensuring high standards of conduct across policing to build the trust and confidence of the community.

Improve Results

Delivering improved results for victims by improving investigations which bring more offenders to justice and ensuring the Victims' Code is implemented.

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- Work with partners to ensure that those in crisis receive the support they need from the most appropriate professionals, freeing up police to focus on core duties.
- Support the strengthening of policing standards through continued regular assurance meetings with Warwickshire Police's Professional Standards Department and the Independent Office for Police Conduct, as well as conducting complaint reviews where appropriate.
- Foster partnerships between the police and local community groups to strengthen trust and collaboration.
- Work with all criminal justice partners to ensure that victims receive clear and accessible information about their rights under the Victims' Code and how to access support.
- Advocate for improved referral pathways between police and specialist support services to ensure seamless and timely assistance for victims.
- Use victim feedback to identify areas for improvement in processes and highlight good practices for wider adoption.
- Support the use of Restorative Justice approaches to help give victims a voice and for offenders to understand the impact of their actions.
- Advocate for the appropriate use of Out of Court Resolutions to ensure timely justice while reducing pressure on the wider criminal justice system.

I will hold the Chief Constable to account for:

- Maximising workforce productivity and resource allocation for effective policing.
- Ensuring technology and equipment investments improve efficiency, service delivery, and early intervention.
- Maintaining visible and consistent Safer Neighbourhood Teams focused on local priorities.
- Enhancing engagement with residents to ensure responsive services.
- Embedding evidence-based crime prevention in local policing plans.
- Maintaining a sustained focus on improving the quality of investigations to deliver better outcomes for victims and ensure justice.
- Ensuring transparency and accountability in handling misconduct investigations and promoting a culture of integrity across the force.
- Ensuring compliance by Warwickshire Police with the Victims' Code to support victims throughout the justice process.

Safeguard People

Protecting vulnerable people must remain a key priority, requiring coordinated, multi-agency efforts to address complex and interconnected issues. Whether tackling violence against women and girls or preventing the exploitation of children, young people and vulnerable adults, safeguarding must aim to create lasting change and ensure safety for all.

Violence and abuse in any form are unacceptable. Tackling these issues demands a focus on prevention, early intervention, and strong victim support. Serious violence and exploitation are best addressed through collaboration, combining resources to break cycles of harm, hold offenders accountable, and deliver meaningful change. A shared approach ensures those at risk are identified early and resources are directed where they are most needed.

Safeguarding also means addressing root causes of criminal behaviour, such as housing instability, unemployment, gambling addiction and substance misuse, alongside supporting rehabilitation to reduce reoffending.

Reducing harm from road collisions is another critical priority. Road safety improvements require enforcement, education, and infrastructure changes to create safer environments for all users. Progress depends on collaboration, innovation, and community involvement to ensure safer roads and better quality of life.

To achieve this, I will:

- Support the county-wide strategies for [Serious Violence Prevention](#) and [Violence Against Women and Girls](#) to ensure a coordinated approach to tackling violence and abuse.
- Build on the successes of the Safer Streets programme by working with partners to improve public safety and reduce violent crime.
- Advocate for and fund services supporting victims of human trafficking and modern slavery, helping them rebuild their lives and access justice.
- Work with partners on initiatives to change perpetrator behaviour, breaking cycles of abuse and reducing reoffending.

Local priorities

Reduce Violent Crime

Addressing violent crime and improving the safety of our public spaces.

Tackle Abuse and Exploitation

Identifying and protecting vulnerable individuals at risk of abuse and exploitation through a coordinated, multi-agency response.

Reduce Reoffending

Addressing the underlying causes of crime to reduce reoffending rates, supporting the rehabilitation of offenders to rebuild their lives.

Reduce Road Casualties

Reducing deaths and serious injuries on our roads by half by 2030, through proactive policing, partnership working, education and advocacy.

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- Seek to reduce the role substance misuse plays in driving some types of crime, through my Deputy chairing the county Drug and Alcohol Strategic Partnership to deliver co-ordinated action across a range of local partners responsible for enforcement, treatment, recovery and prevention.
- Support schemes to enable offenders to contribute positively to communities and aid rehabilitation.
- Lead the Warwickshire Road Safety Partnership to deliver the strategy to halve road deaths and serious injuries by 2030.
- Advocate for national road safety measures, including graduated driver licensing and a National Road Safety Strategy.
- Promote education and community engagement programmes to raise awareness of safe road use and the consequences of reckless behaviour.

I will hold the Chief Constable to account for:

- Tackling inter-personal abuse, knife crime, serious violence, and related crimes through robust investigation and preventative measures.
- Maintaining a visible policing presence in public spaces to deter violent crime and build community confidence.
- Using data and analytics to identify high-risk areas, enabling targeted enforcement and safety interventions.
- Ensuring specialist teams are effectively deployed to address complex investigations, including domestic abuse, sexual offences, and child exploitation.
- Prioritising early intervention for vulnerable families through collaboration with local authorities, health services and social care providers under initiatives like the Families First programme.
- Ensuring victims of abuse and exploitation receive appropriate support and safeguarding measures throughout investigations.
- Undertaking proactive roads policing to enforce traffic laws and deter dangerous and anti-social driving and riding behaviours.
- Increasing the visible policing presence on key road networks to enhance public confidence and deter dangerous and anti-social driving and riding behaviours.

Protect Communities

Threats such as serious organised crime and cybercrime demand a coordinated and forward-looking approach. By focusing on prevention, disruption, and collaboration with regional and national partners, it is possible to build resilience and protect communities from these evolving challenges.

Financial pressures may contribute to an increase in crimes like theft, burglary, and robbery. It is important to ensure these offences are taken seriously, supporting victims and providing reassurance to affected communities, including businesses and retailers, through visible and proactive policing.

Rural areas face unique challenges, including agricultural theft, heritage and wildlife crime, and environmental offences such as fly-tipping. Strengthening capabilities to respond to these issues, including fostering collaboration with partners, is vital. Similarly, tackling anti-social behaviour remains a priority, requiring a balance of enforcement, prevention, and community engagement to deliver sustainable solutions.

The impact of crime and anti-social behaviour on communities is also significant, influencing quality of life and the sense of safety in towns, villages, and rural areas alike. Addressing the issues that matter most to people requires effective, responsive, and adaptable approaches that reflect the unique challenges faced by different areas.

To achieve this I will:

- Work with partners to ensure a coordinated approach to tackling serious and organised crime, cybercrime and fraud.
- Advocate for increased focus on cross-border crime disruption, ensuring effective collaboration with regional and national partners.
- Convene and chair a Retail and Business Crime Reduction Partnership to develop strategies for targeted crime prevention and intelligence sharing.
- Support initiatives aimed at improving community resilience against theft, burglary, and vehicle crime.

Local priorities

Respond to Serious Organised Crime

Ensuring organised crime groups are disrupted and cybercrime and fraud are effectively investigated.

Reduce Theft, Burglary and Robbery

Ensuring a robust response to crimes of concern to the community, including retail crime, residential burglary, vehicle crime and robbery.

Reduce Crime in Rural Areas

Building broader capacity to tackle rural, heritage and wildlife crime issues which affect the rural population.

Tackle Anti-Social Behaviour

Providing a coordinated and robust response to anti-social behaviour (ASB), including fly-tipping.

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- Maintain funding for town centre officers to ensure a visible and proactive presence that supports safe and vibrant local economies.
- Work with partners to give residents, businesses and organisations clear and practical crime prevention advice.
- Develop and implement a dedicated partnership strategy that unites all stakeholders in tackling rural, heritage, and wildlife crime.
- Provide the Rural Crime Team with the resources needed to ensure they respond effectively to rural, heritage, and wildlife crime.
- Ensure a multi-agency approach to addressing persistent ASB, with a balance of enforcement and prevention.
- Promote early intervention programmes to address root causes of anti-social behaviour.
- Respond effectively to requests for ASB case reviews.

I will hold the Chief Constable to account for:

- Disrupting organised crime groups and tackling cross-border criminality effectively.
- Proactively identifying and addressing emerging organised crime threats.
- Ensuring sufficient capability and capacity to investigate cybercrime and fraud.
- Ensuring the Rural Crime Team delivers effective enforcement and prevention activity.
- Supporting regular engagement with rural communities to improve confidence in policing.
- Providing a consistent and robust response to persistent ASB offenders.

National Policing Priorities

As Police and Crime Commissioner, my duty includes ensuring Warwickshire Police has the capabilities and resources required to address national threats while maintaining effective local policing. This extends to working with our partners across the West Midlands region to ensure there is sufficient capacity and capability to address these threats and effectively tackle cross-border criminality.

The Strategic Policing Requirement

The Home Secretary has identified a number of national threats which require a coordinated response across police forces. These threats are of paramount importance and I will ensure that our local policing capabilities are aligned with the Strategic Policing Requirement and are kept under regular review.

In 2024 the current identified threats are:

- Violence Against Women and Girls
- Terrorism
- Serious and Organised Crime
- National Cyber Security Incidents
- Child Sexual Abuse
- Public Order
- Civil Emergencies

The Chief Constable will continue to be responsible for having due regard to both the Police and Crime Plan and the Strategic Policing Requirement.

The strategic pillars and the five foundational themes already outlined in this plan align with and support these national requirements.

Countering Extremism

In addition to the provisions of the Strategic Policing Requirement around terrorism, I will ensure that the Force and my office works closely with partners and local communities to combat extremism and create a safe and secure county. As well as preventing violent and non-violent extremism, we must protect our communities and support vulnerable people who may be targeted by extremists trying to recruit or radicalise them.

To support these national policing priorities, I will:

- Work closely with regional partners to ensure there is a shared capability to deliver against national threats, with appropriate governance mechanisms in place to effectively assess performance.

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- Highlight the range of actions taken to deliver against the Strategic Policing Requirement in my Annual Report.
- Ensure Warwickshire Police, my office and local partners discharge their [Prevent Duty](#) effectively.

I will hold the Chief Constable to account for:

- Delivery of the Strategic Policing Requirement.
- Delivery of the Prevent Duty by Warwickshire Police.

Measuring Success

The aims and outcomes of this plan will be supported by clear measures, which I will publish to ensure transparency and monitor the progress being made. I will work closely with partners and carry out engagement and consultation exercises with local residents and organisations to understand their views, helping to shape and contribute to the success of this plan.

These locally defined measures, which I will report on publicly, will complement any future national measures set by the Home Secretary as well as Warwickshire Police's own performance framework. Additionally, I will work with local and national partners to enhance the collective understanding of what works in policing and community safety, enabling us to learn from one another and adopt best practices from elsewhere.

Through regular governance and assurance meetings, I will scrutinise the service Warwickshire Police provides to the public and hold the Chief Constable to account for delivering improvements (outlined in full in the Governance and Assurance section). My office plays a crucial role in upholding standards and ensuring that any shortfalls are addressed swiftly and effectively.

Performance measures will be continuously monitored by both Warwickshire Police and my office. I am committed to transparent decision-making, and the objectives I have set will drive the delivery of the aims and outcomes outlined in this plan. Progress against these objectives will be reported through my Annual Report, ensuring accountability to the people of Warwickshire.

Governance and Accountability

As Police and Crime Commissioner for Warwickshire, I have a statutory duty under the Police Reform and Social Responsibility Act 2011 to hold the Chief Constable to account on behalf of the public. The Policing Protocol 2023 outlines my key responsibilities, including:

- Scrutinising and challenging Warwickshire Police's performance against the Police and Crime Plan.
- Holding the Chief Constable accountable for the conduct of officers and staff.
- Ensuring the force delivers efficient and effective policing services.
- Overseeing the Chief Constable's exercise of their duties.

I fulfil these responsibilities through:

- Formal governance and assurance meetings.
- Regular holding to account meetings.
- Attendance by my office at key police meetings.
- Requests for information, reports, and briefings.
- Monitoring performance data provided by the force and against national standards.

I am committed to ensuring that the strategic decisions we make and my efforts to hold the Chief Constable to account are open and transparent, with effective governance that supports the Police and Crime Plan. I will also work collaboratively with my counterparts to provide appropriate governance and scrutiny of regional policing arrangements.

External Scrutiny

The Chief Constable and I are also assisted through scrutiny of our work by the Joint Audit and Standards Committee. Meeting 3- 4 times a year, the committee comprises five independent members who consider internal and external audit reports, standards, and police ethics, as well as the transparency of my office and Warwickshire Police. [Information about the committee's work is available on my website.](#)

In addition, the Police and Crime Panel, a cross-party committee of local councillors and two independent members, has the statutory authority to challenge and support my work as Police and Crime Commissioner. They review my Police and Crime Plan, make recommendations on my budget and on key statutory appointments, as well as scrutinise and support the work of my office. [You can find out more about the Panel's work on the Warwickshire County Council website.](#)

Equality, Diversity and Inclusion

As Police and Crime Commissioner, I am committed to promoting equality, fostering community cohesion, and ensuring that both my office and Warwickshire Police reflect and serve our diverse and growing population.

I have a statutory duty to hold the Chief Constable to account for the effective delivery of equality, diversity, and inclusion (EDI) within Warwickshire Police. This means ensuring that the force meets its Public Sector Equality Duties and that its services are inclusive, accessible, and representative of the communities it serves. At the same time, I must also ensure that my office meets its own Public Sector Equality Duties in all areas of its operation.

I will do this through:

1. **Personal commitment and leadership** - leading by example in promoting equality across all areas of operation and in collaboration with partners.
2. **Holding to account activity** - ensuring the Chief Constable delivers on EDI objectives both internally within the force and externally through public engagement and service delivery.
3. **Community engagement** - listening to and acting on the concerns and needs of Warwickshire's diverse communities to guide and improve policing services.
4. **Inclusivity in services** - ensuring the Office of the Police and Crime Commissioner (OPCC) delivers inclusive services that meet individual and community needs.
5. **Diverse recruitment and workforce representation** - advocating for a police workforce that reflects Warwickshire's diverse population and harnesses a wide range of skills and perspectives to achieve policing objectives.

To achieve this I will:

- Regularly review and update the PCC Equality Strategy, ensuring objectives remain relevant, responsive to changing need and are transparently reported in my Annual Report.
- Support structured volunteer programmes that enable public participation in policing oversight and community safety, ensuring services are inclusive, accessible, and representative.

I will hold the Chief Constable to account for:

- Delivering Warwickshire Police's Public Sector Equality Duty effectively.
- Ensuring Warwickshire Police implements the national Police Race Action Plan.

Finance and Resources

As your Police and Crime Commissioner, it is my duty to ensure that every pound of taxpayers' money is used wisely to deliver the best possible policing service for Warwickshire. It's why I have included financial resilience and value for money as one of the foundational themes of this plan, underpinning all activity.

The Medium-Term Financial Plan (MTFP) is the foundation for delivering the Police and Crime Plan for Warwickshire 2025-29. It sets out how we will ensure financial sustainability while meeting the policing needs of the county. Regularly reviewed and updated alongside the annual budget, the Financial Plan allows us to balance resources with the demands of modern policing.

The MTDP will guide us in achieving the strategic priorities set out in this Police and Crime Plan. It also outlines the programme for capital investment to modernise facilities, upgrade technology and ensure the force is well-equipped for the future.

Looking ahead, the MTFP will underpin long-term planning by ensuring financial sustainability, addressing inflation and service pressures, and supporting the delivery of strategic priorities. By aligning resources with the Police and Crime Plan, I am committed to maintaining transparency and delivering value for money in the years ahead.

To achieve this I will:

- Set a balanced budget which meets the operational needs of policing while ensuring value for money and a fair deal for local taxpayers.
- Regularly review and update the Financial Plan to ensure financial sustainability while addressing inflation and service pressures.
- Advocate for fair funding settlements from the Government which reflect local needs.

Funding policing in 2024/25

At the outset of this plan, the police budget is funded from:

- Central government grants: £67.988 million (51%)
- Reserves: £0.629 million (<1%)
- Council tax contributions: £64.527 million (48%)

The gross expenditure for 2024/25 is projected at £163.954 million, an increase of £16.434 million from the previous year. This reflects rising costs and investment in key areas, such as crime prevention, community engagement and officer wellbeing. It also provided funding for seven additional police officers, bringing the force strength up to 1,122.

For 2024/25, capital spending is set at £10.625 million, funded through a mix of borrowing, revenue contributions, and capital receipts

After accounting for income and reserves, the net budget requirement for 2024/25 is £133.144 million.

The Police Precept for 2024/25 increased by 4.7%, equivalent to an extra £13 per year for an average Band D household.

Commissioning and Grants

Delivering many of the aspects of this plan rely on agencies beyond policing and my office. Victims of crime and vulnerable people need specialist support, while those who have substance misuse and other problems similarly require specialist services to support them away from crime. Equally, there are many voluntary and community organisations with projects at a local level which make a tangible difference to community safety.

That's why I hold a commissioning budget (which for 2024/2025 was set at more than £2.8 million) to fund activities that deliver the priorities set out in my Police and Crime Plan. This includes awarding contracts and grants for local services that support victims of crime and address the needs of our communities.

My commissioning activity will adhere to clear principles to ensure resources are used effectively and responsibly to achieve the best outcomes for Warwickshire residents. I will publish a detailed Commissioning Strategy to outline these principles, with annual reviews ensuring progress and transparency.

Similarly, I will continue to make available grant funding on an annual basis for initiatives which support the ambitions of this plan.

Through my grants schemes I will also make funding available to our Community Safety Partnerships and other key partners to deliver interventions which reduce crime and disorder in their local area.

To achieve this I will:

- Publish and maintain a detailed Commissioning Strategy, setting out principles for responsible and transparent commissioning.
- Commission services that provide tailored support, including advocacy, counselling, and practical assistance for victims and survivors.
- Monitor the effectiveness of commissioned services through regular performance reviews and feedback from service users.
- Provide an annual grants scheme for projects and initiatives designed to prevent and deter crime, disorder, and anti-social behaviour
- Work with Community Safety Partnerships and key Local Authority partners to fund local interventions that reduce crime and disorder.
- Invest in evidence-based programmes addressing the root causes of crime, including substance abuse and those aimed at reducing reoffending.
- Seek opportunities to bring extra resources for commissioned services, bidding for funding streams as they arise, for example from the Home Office or Ministry of Justice.

Collaboration

Collaboration brings significant financial and strategic benefits, including pooled skills, shared expertise, enhanced resilience, and improved ability to tackle cross-border issues. Many areas of policing operate across local, regional, and national levels, requiring strong partnerships to deliver effective services.

As Police and Crime Commissioner, I have a duty to collaborate with other policing bodies, emergency services, and statutory partners to improve efficiency and effectiveness. Under the Victim and Prisoners Act 2024, this includes a duty to work collaboratively with Integrated Care Boards (ICBs) and local authorities to enhance service delivery and address shared priorities.

I will:

- Work closely with NHS England, the Integrated Care Board and local authorities to align efforts in supporting victims and improving community safety.
- Promote collaborative working between police, victim support agencies, and other key partners to improve outcomes for victims.
- Enter into legal collaboration agreements when needed, including with emergency services, to improve joint working.
- Regularly review existing agreements to ensure they are effective and up to date.
- Promote best practice across partnerships, ensuring strategies are consistent and evidence-based.

The Police Estate

As the custodian of the Warwickshire Police estate, I am committed to ensuring that every decision I make aligns with a forward-thinking, sustainable vision that meets the needs of operational policing. This involves providing buildings equipped with adaptable facilities that meet evolving demands, which are inclusive for everyone and actively support the wellbeing of officers, staff and local communities.

My focus is on maximising the efficient use of the freehold estate to meet local policing needs, while also planning strategically to address future requirements. Equally, I am determined to maintain—and where possible, enhance—the accessibility of police services across Warwickshire through a well-distributed and effective estate.

To achieve this I will:

- Publish a comprehensive 5-year strategy outlining our commitment to creating a modern, safe, and sustainable police estate that supports effective policing and delivers value for money.

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- Ensure the continued presence of police stations in major towns and population centres, providing accessible services for our communities.

The Environment and Sustainability

I am committed to a strategic and sustainable approach that ensures Warwickshire Police is environmentally responsible, efficient, equipped for current and future needs and meets its obligations to deal with the challenges of the climate emergency.

In doing so I will ensure that environmentally friendly practices are adopted to reduce Warwickshire Police's carbon footprint, while ensuring that its infrastructure and resources meet the evolving demands of policing.

To achieve this I will:

- Publish a sustainability strategy.
- Support initiatives to reduce Warwickshire Police's carbon footprint and which contribute to tackling the climate emergency.

Public Engagement

As your Police and Crime Commissioner, I bridge the gap between our communities and law enforcement. My role is to ensure your voice shapes policing and community safety across Warwickshire.

To do this I maintain an active presence throughout the county, from parish council meetings to borough and county-wide gatherings, supported by the Deputy Police and Crime Commissioner. Through in-person and virtual events, I create opportunities for direct dialogue with residents while sharing vital information about our services and crime prevention strategies.

Your engagement drives my work. Each year, hundreds of residents share their experiences of crime, policing and anti-social behaviour with me. My office handles extensive casework, providing direct support and guidance to community members. I maintain open communication through the Warwickshire Connected newsletter, social media channels and traditional media outlets, ensuring you stay informed about local policing and support services.

To be open, transparent and inclusive with my engagement activity I will:

- Gather the views of Warwickshire residents on policing, crime, and anti-social behaviour
- Seek the opinions of victims of crime to understand their experiences and inform improvements in policing and criminal justice
- Conduct annual consultations on the policing precept to ensure the community's voice is heard
- Amplify the voices of children and young people through the Child Friendly Warwickshire programme and a programme of continued dialogue with young people.
- Seek opportunities to engage with community members who are seldom heard.
- Engage with community groups to understand their concerns and represent their interests
- Connect with people who have lived experience of the criminal justice system to improve services and outcomes.
- Attend community meetings alongside police, local MPs, and councillors to address key local issues effectively.