

OFFICIAL



**Philip Secombe  
Police and Crime  
Commissioner  
for Warwickshire**

**Agenda Item 3**

**Warwickshire Police and Crime Commissioner  
Update Report.**

**Warwickshire Police and Crime Panel**

**Thursday 20<sup>th</sup> June 2019.**

## **1. Intention.**

The purpose of this report is to provide the members of the Warwickshire Police and Crime Panel (PCP) with an update on my key activities as the Police and Crime Commissioner for Warwickshire (PCC) since the PCP's last scheduled meeting that was held on the 22<sup>nd</sup> March 2019.

This period excludes the confidential meeting of the Warwickshire PCP on the 24<sup>th</sup> May 2019 that was specifically convened to consider the ramifications of the termination of the Strategic Alliance by West Mercia Police, at which Chief Constable Martin Jelley, Chief Superintendent David Gardner and myself presented a synopsis of the current position. This event had been preceded by an extraordinary meeting of the PCP on the 25<sup>th</sup> October 2018 that was also held to discuss the implications of the termination. In addition, I provided a further update on the same matter at the scheduled meeting of the PCP on the 22<sup>nd</sup> November 2018, at which the Chief Constable Jelley also presented his views on what he considered to be the challenges to Warwickshire Police.

These meetings have collectively provided an opportunity for the PCP to raise their concerns regarding the repercussions of the West Mercia decision to terminate the Alliance and to enable the PCP to consider its role in the process of Warwickshire Police transitioning from the Strategic Alliance with West Mercia Police.

## **2. Warwickshire Police and the Strategic Alliance.**

In my role as the Warwickshire PCC I have a statutory duty to secure an effective and efficient police service. This responsibility also forms one of the four key objectives of my Police and Crime Plan 2016 - 2021.

The Strategic Alliance between Warwickshire Police and West Mercia Police has been in existence since 2012, through an agreement made under Section 22 Police Act 1996. This resulted in over 90% of Warwickshire Police's budget and capabilities operating within an integrated Strategic Alliance service model that has realised in excess of £35m in savings since its inception. The two police forces have retained their respective Chief Constables in this arrangement and each force area is represented by their own PCC. John Campion is my counterpart in West Mercia.

On the 8<sup>th</sup> October 2018 West Mercia served notice of their intention to unilaterally terminate the Strategic Alliance with Warwickshire Police. This decision had not been anticipated as from the Warwickshire Police perspective the collaboration was viewed as being effective and efficient for both forces. This decision has consequently placed Warwickshire Police in a challenging position, particularly as the termination withdrawal was issued with the minimum 12-month notice period and is therefore due to take effect from the 9<sup>th</sup> October 2019.

As a consequence, Warwickshire Police must now transition to a new sustainable policing model that will continue to be both effective and efficient in order to deliver into the future the greatest possible 'protection from harm' for the communities of Warwickshire. To manage this transition an 'Evolve' change team led by Chief Superintendent Gardner has been established and resourced with people with the right skill sets to produce this new policing model for Warwickshire. An evidence based approach has been adopted to ensure an orderly transition and a Strategic Outline Business Case has been constructed. The scale and complexity of the work to be undertaken to return the force to more usual levels of collaboration should not be underestimated, where the focus will always remain on achieving the best possible service to the people of Warwickshire.

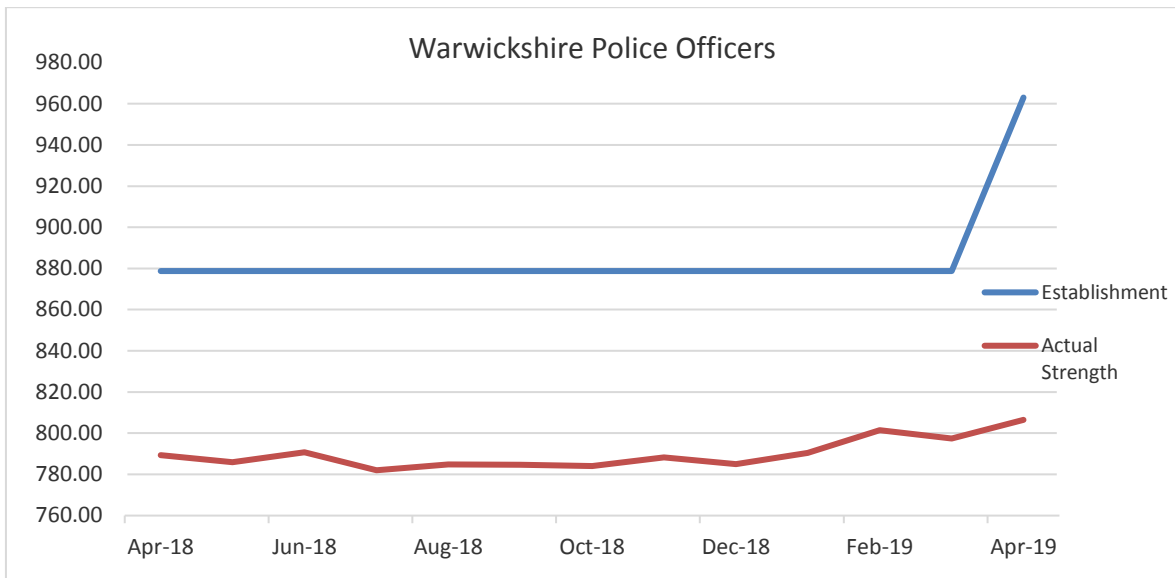
It should be noted that prior to the notice to terminate the Strategic Alliance, agreement had already been reached between the parties to separate Local Policing out of the collaboration agreement. This arrangement took effect from the 1<sup>st</sup> April 2019 and represents a significant step forward in this direction, where 55% of the force's budget has consequently reverted back to Warwickshire Police's ownership and control. This position has provided greater autonomy in the management of the force's budget and has enabled clear organisational governance structures to be created to support local decision-making, prioritisation and accountability.

I am in frequent contact with CC Jelley regarding these hugely important issues and I remain confident that Warwickshire Police will emerge stronger and more self-resilient from this situation, particularly following the additional funding provided to the force through the precept rise. Warwickshire Police is now in a position to increase front line police officer numbers to a predicted establishment figure of 963 officers by the end of 2019.

#### **Warwickshire Police Establishment.**

I appreciate that this issue is of significant interest to the PCP and I have undertaken to provide updates on the position with recruitment at PCP meetings throughout the year, regarding the force establishment and the progress made with police officer recruitment following the precept rises for 20108/19 and 2019/20.

As the PCP have previously been made aware, the process for the recruitment of the additional 50 police officers funded through £12 / 6.25% (Band D) precept rise for 2018/19 has been challenging due to the time scales involved in advertising, application, selection and training. As a result of this situation, coupled with the routine turn-over of police officers through retirement and transfer, full establishment was not attained during the financial year 2018/19, as the following graph illustrates:



**Figure 1 – Graph of Police Officer Numbers 2018/19**

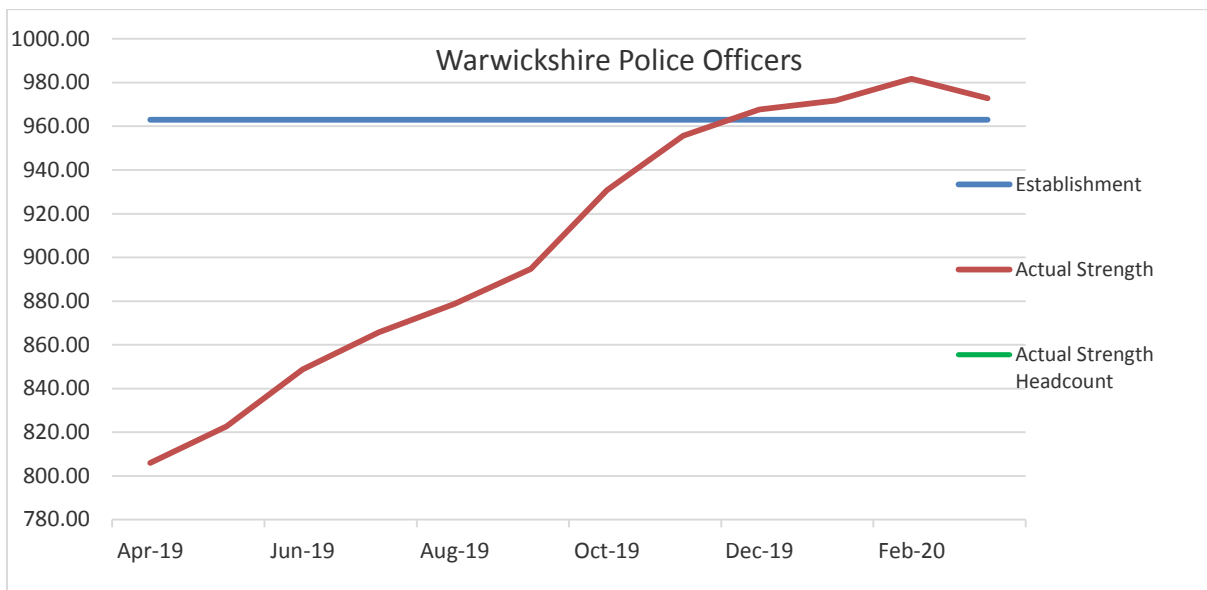
My decision to increase the precept for 2019/20 by £24 / 11.77% (Band D) was unanimously agreed by the PCP at its meeting on the 4<sup>th</sup> February 2019. This additional funding is to be used to increase the Warwickshire Police establishment by a further 100 staff, comprising of 83 police officers, Police Community Support Officers (PCSO) and Police Staff Investigators (PSI). This growth in the workforce will result in highest number of officers that Warwickshire Police has had in the last seven years. It also represents the largest percentage increase in officer numbers planned in the next 12 months by any police force in England and Wales.

The below chart shows both the current position as at 11<sup>th</sup> June 2019, and projected position for 2019/20, in terms of workforce numbers against establishment.

Role	Present Number	Establishment
Police Officer	842	963
Police Staff	663	718
PCSO	83	87
Specials	125	NA
Volunteers	42	NA

**Figure 2 – Table of Workforce Numbers as at June 2019**

I receive weekly reports from the force on this issue, detailing the progress made through an ambitious programme of recruitment that is predicted to deliver full police officer establishment by December 2019, as illustrated in the below graph: -



**Figure 3 – Projected Police Officer Numbers 2019/20**

**3. Annual Report.**

It is a requirement of the Police Reform and Social Responsibility Act 2011 that PCC’s must publish annual reports on their work and the progress which has been made in meeting the police and crime objectives in their police and crime plan. An initial draft of my Annual Report for 2018/19 is therefore contained at Agenda Item 4 for the PCP’s review.

I have yet to approve the draft report and I would be extremely grateful for the PCP’s comments on the content and focus of the report in order that any additions, alterations or amendments can be made prior to publication. The report is intended for public consumption and its final appearance will be similar in style to those of previous years, highlighted with pertinent photographs and infographics.

**4. Performance.**

On the 13<sup>th</sup> May 2019 the ‘PCP - Planning and Performance Working Group’ formally scrutinised the below documents at their meeting: -

- **Appendix A** - Warwickshire Police Performance Summary Q4 2018/19.
- **Appendix B** - OPCC performance scrutiny and ‘holding to account’ performance review meeting.
- **Appendix C** - The Chief Constable’s formal response.

All of these documents have subsequently been posted on the OPCC website for public access.

The meeting was supported by the attendance of Neil Hewison (OPCC - Chief Executive Officer) and David Patterson (OPCC - Performance Lead) and an OPCC prepared report ‘Outcomes’ was also presented to the members of the working group. The content of the report is sensitive in nature as

it focuses on Warwickshire Police’s performance in respect of investigative standards and the seemingly deteriorating position in terms of the volume of ‘positive’ criminal justice outcomes achieved for the victims of crime and for the retribution of offenders. A number of recommendations had been made in the report for the consideration of the Chief Constable, namely: -

- I. That a holistic and systemic review of investigations and outcomes is conducted.
- II. That appropriate governance arrangements are put in in place, led at both a strategic and tactical level.
- III. That a comprehensive and coherent improvement plan is implemented with realistic time scales.
- IV. That purposeful performance metrics are agreed and good quality and current data is available with which to monitor improvement.

These recommendations have subsequently been accepted by the Chief Constable and work has already commenced to bring them to realisation. My Office will continue to monitor the situation going forward to ensure that the necessary improvements are made and that appropriate justice is delivered.

## **5. Summary of Activity.**

Following West Mercia’s decision to terminate the Alliance, repeated concerns have been expressed to me as to the effect that this will have on Warwickshire Police and the communities it serves. In this regard, I have continued to undertake an extensive programme of engagements to both inform and reassure. The more notable events and public engagements I have attended since my last report to the PCP include: -

Warwickshire Safer Partnership	22/03/2019
Kenilworth and Southam AGM	22/03/2019
South Warwickshire supported village launch	23/03/2019
North Warwickshire Citizens Academy graduation 2019- Nuneaton	26/03/2019
Youth Council	23/03/2019
Commissioned services launch by PCC	28/03/2019
Visit to North Cadets- Nuneaton	28/03/2019
Parish Council Meeting-Leek Wootton	29/03/2019
Presentations to pupils re: SID creative writing competition	29/03/2019
Leek Wootton Media Interviews	01/04/2019
Tysoe Parish Council Annual Parish Assembly	01/04/2019
Gypsy, Roma and Travellers summit	03/04/2019

Stretton-on-Dunsmore Parish Council meeting	08/04/2019
Young People, Our Future Event- with the High Sheriff	10/04/2019
Countywide Rural Crime Meeting	11/04/2019
Brooke Overview and Scrutiny Committee	11/04/2019
Ministerial Meetings London	15/04/2019
High Sheriff's Awards	16/04/2019
Dordon Parish Council Meeting	17/04/2019
Inauguration Ceremony – High Sheriff	18/04/2019
Students Officers at Leek Wootton	24/04/2019
Blue Light Collaboration Joint Advisory Board Meetings	26/04/2019
Shakespeare Birthday Celebrations	27/04/2019
Stratford Town Council Meeting	30/04/2019
WYJS Chief Officers' Board	09/05/2019
Chief Constables Awards Ceremony	09/05/2019
Blessing of the new Force Standard flag	10/05/2019
Pride of Rugby Awards-Coombe Abbey	10/05/2019
Supported Village - Oxhill	11/05/2019
Bike Safe launch	11/05/2019
LCJB Board	15/05/2019
Student Officers at Leek Wootton	20/05/2019
APCC meeting London	21/05/2019
APCC General Meeting	22/05/2019
Kenilworth Community Speedwatch	23/05/2019
Student Officer - Passing Out Ceremony	23/05/2019
Leek Wootton & Guy's Cliffe Annual Parish	28/05/2019
Student Officer - Leek Wootton	31/05/2019
Lord Lieutenant of Warwickshire Evening Reception	04/06/2019
Presentation to the Special Constables	05/06/2019
Kenilworth Show	08/06/2019

In May 2019 a series of engagement seminars for all of the Warwickshire Police workforce were recently held, at which I presented alongside the chief officers. The purpose of the seminars was to provide an update on the work that has been undertaken to date to determine the future direction of the force. The events were very well received and it was apparent that there was a great deal of positivity and a collective willingness to rise to the challenges ahead. There is a clear

intent by all to make a positive difference to the communities that the force serve, as encapsulated in the Evolve strapline of 'We are Warwickshire'.

## **6. Formal Decisions.**

I have made the following decisions since my last report on the 22<sup>nd</sup> November 2018: -

- WPC 20065 - Awaiting Finalisation.
- WPC 20066 - Exempt from disclosure under S.40 (2) Personal Information.
- WPC 20067 - Reserve Strategy 2019/20 to 2021/22
- WPC 20074 - Police Staff Council Funding 1 April 2019 – 31 March 2021 Awaiting Finalisation
- WPC 20063 - February 2019 - Proposed precept rise for 2019/20.
- WPC 20064 - February 2019 - Precept decision for 1<sup>st</sup> April 2019 to 31<sup>st</sup> March 2020.

A copy of the non-exempt completed decision forms are published on the OPCC website together with pertinent documents at: -

<https://www.warwickshire-pcc.gov.uk/your-pcc/decision-making>.

Philip Seccombe. TD.

Police and Crime Commissioner for Warwickshire.