



Philip Secombe  
Police and Crime  
Commissioner  
for Warwickshire

# WARWICKSHIRE POLICE AND CRIME PLAN 2016-21

## COVID-19 SUPPLEMENT



*Supporting Warwickshire's communities and ensuring that Warwickshire Police delivers an effective and efficient response and recovery to the challenges of Covid 19, in order to achieve the continuing ambition of 'A safer, more secure Warwickshire'*

# 1. Introduction



The Covid 19 pandemic is surely the widest scale emergency this country has faced in peacetime and that's why absolutely everyone has their part to play in helping to combat it and ensure that our vital services can cope at a time of unprecedented demand.

Warwickshire has always proved itself to be resilient and I am convinced that while there are undoubtedly further difficult times ahead, we will continue to see the strong partnership working that the county is famed for, bringing communities together to help each other throughout these challenging circumstances.

I have every confidence that if everyone plays their part and follows the Government advice, Warwickshire can rise to the challenges that lie ahead, whatever they ultimately may be.

I know this will be a very worrying time for everyone, so I hope the information in this

document will provide some reassurance that all is being done to effectively navigate our way through this emergency.

Ultimately, we all have a responsibility to come together to fight this terrible virus and by following the Government's guidance in full, we can save many thousands of lives and ensure that we can get back to normality much sooner.

Philip Seccombe TD  
**Police and Crime Commissioner for  
Warwickshire**

# 2. Police and Crime Plan

The role of the Police and Crime Commissioner (PCC) is to be the voice of the people and to hold the police to account. In doing so, the PCC is required to produce a Police and Crime Plan that sets out the priorities and ambitions during the term of office.

The PCC has determined that the four key priorities of the Police and Crime Plan 2016 - 2021 should remain for the foreseeable future during the remaining period of his term of his term, in order to achieve the ambition of 'A safer, more secure Warwickshire'.

They are:-



**The existing Police and Crime Plan remains in place unchanged.** This supplement is intended to reflect and document the action the Commissioner and his office is taking in response to two unforeseen events: -

1. The outbreak of the Covid 19 pandemic that has disrupted all aspects of normal life in almost every country in the world.
2. The consequential postponement of the 2020 PCC elections, now scheduled for 2021.

# 3. Events

For additional context, the chronology of the keys events are as follows: -

- On the 30th January 2020 the World Health Organisation (WHO) declared the coronavirus outbreak a 'Public Health Emergency of International Concern'.
- On the 3rd March 2020, the UK government introduced the 'Coronavirus (Covid 19) Action Plan for the UK'. The strategy is principally driven by the Scientific Advisory Group for Emergencies (SAGE) and provides a framework for the UK's response to the crisis.
- On the 5th March 2020 Warwickshire Police's Deputy Chief Constable Richard Moore declared a major incident in respect of Covid 19.
- On the 10th March 2020 the WHO announced that Covid 19 was characterised as a pandemic.
- On the 20th March 2020 the Warwickshire Local Resilience Forum (LRF) declared a major incident in respect of Covid 19.
- On the 23rd March 2020, the UK government announced restrictions aimed at reducing the spread of Covid 19.
- On the 25th March 2020 the 'Coronavirus Act 2020' received Royal assent. The Act broadly continues and supplements measures within the Health Protection (Coronavirus) Regulations 2020.
- The Act introduced legal powers for the police to enforce the government's restrictions, so as to help prevent significant further transmission of the virus.
- The Act delayed local and PCC elections that were due to take place on the 7th May 2020 and rescheduled them to May 2021.





# 4. Risks

It should be remembered that this Covid 19 is principally a public health emergency, it is not a policing crisis. Nonetheless, Covid 19 presents many challenges to the delivery of the priorities and ambitions of the Police and Crime Plan. The key risks are perceived to be: -

## Putting Victims and Survivors First

- Covid 19 will undoubtedly disrupt the criminal justice system. Contingency plans are essential to minimise the impact on victims of crime and to continue to support them through the criminal justice process.
- Social distancing will lead to changes in the way in custody procedures are conducted to ensure the safety of the staff and those held in detention.
- There will be challenges to the transportation of prisoners held by the Prison Service and the management of offenders by the Probation Service, both requiring new and innovative ways of partnership working to ensure the administration of justice.
- The system must therefore work together to prioritise supporting vulnerable individuals and preventing reoffending.
- Police officers and front line police staff are at potentially increased risk of contracting Covid 19 through their interaction with the public and where also it is necessary to work in proximity to one another. New ways of working will be required to provide social distancing in the workplace.
- Warwickshire Police will need to procure sufficient appropriate Personal Protective Equipment (PPE) for the protection and health of the workforce and to reduce the potential for transmission of infection to the public.
- Additional costs for policing will arise through responding to the Covid 19 emergency, although there may also be consequential savings in 'business as usual' areas of operation.
- Inefficiencies may arise in responding to the Covid 19 emergency.
- Increased public disquiet and concern may arise regarding the implementation of the Covid 19 legislation, in respect of business closures and the restrictions on movement.

## Ensuring an Effective and Efficient Police Service

- The impact of Covid 19 may potentially reduce the numbers of police officers and staff. However, it should be recognised that Warwickshire Police have recruited significant numbers of officers during the last two years so that the force establishment is now at the highest level for over a decade, providing a very strong starting position.

## Prevent and Detect Crime

- The nature of policing and crime will inevitably shift and change in the response to, and recovery from, the Covid 19 emergency.

- The demand profile for policing will change where certain crime types and demands will decrease and others increase.
- Community tensions and public order may increase through the restrictions on movement and the potential shortages of staple goods in stores.
- Financial pressures arising from job losses and reduced income may create societal tensions and increased acquisitive crime.
- Online fraud and cyber-crime is likely to rise with the increased use of the internet due to social distancing and self-isolation.

### Protecting People from Harm

- Domestic abuse is anticipated to rise through tensions and stresses created due to the restrictions on movement, an increased consumption of drugs and alcohol, financial implications and compounded by the reduced access to support and counselling services.
- Mental health is anticipated to deteriorate through social-distancing and self-isolation and through the reduced provision of mental health services.
- A reduction in supply of drugs could lead to an increase in demand from services and the increased use of more harmful synthetic alternatives.
- People living with addictions are often very vulnerable and have significant health issues.
- Young people will be away from school for a long period. The further reduction in youth service and community group provision will mean there will be less



# 4. Risks (cont.)

diversionary activities available to reduce the risk of children being drawn into crime.

- Children at home may be online more and vulnerable to grooming and sexual exploitation.
- Homeless people may be increasingly vulnerable and at greater risk of infection and transmission.
- The impact on the provision of public and third sector support services could see community support groups and networks weaken.
- Hate crimes against certain communities may increase.
- Disruption to the operation and delivery of the PCC grant recipients.
- Inability of the Independent Custody Visitor scheme to safely and effectively function.
- The inability of the PCC's Communication and Engagement Strategy to be delivered as anticipated.
- Disruption to the statutory obligations under the provisions of the Police Reform Act 2002 and the Policing and Crime Act 2017, in respect of the assessment, recording and management of public complaint reviews.

## PCC and OPCC

- Disruption to the PCC effectively fulfilling his statutory responsibilities.
- Disruption to the OPCC's business as usual activities and functions, including public contact.
- Disruption to force finances, receipts and cash flow.
- The requirement for additional financial support for commissioned services and grant recipients.
- Disruption to the operation and delivery of the PCC commissioned services.
- Disruption to the post holder and operations of 'In Principal' grant recipients.



# 5. Priorities

As a consequence of the Covid 19 public health emergency, it is clear that business as usual cannot continue and that there are foreseeable risks to the delivery of the Police and Crime Plan.

Prioritisation is therefore required to appropriately and proportionally manage these challenges. The mechanism by which the ambitions of the Plan will continue to be achieved is through focusing on maintaining the PCC's statutory duties under the Police Reform and Social Responsibility Act 2011, most notably: -

1. Secure an effective and efficient police service for their area.
2. Hold the Chief Constable to account for the running the force.
3. Maintaining community safety by bringing together partners and stakeholders to make sure local priorities are both coherent and coordinated.
4. These three statutory responsibilities will be underpinned by ensuring the Office of the Police and Crime Commissioner (OPCC) will do all that it can to ensure an effective response in the police and crime landscape to the many challenges that Covid 19 presents.

A delivery plan has been created to capture and track the progress of the effectiveness of the OPCC response to the challenges of the Covid 19 emergency and it is contained in a separate appendix.

## **Secure an efficient and effective police service**

The following governance arrangements and command structure have been initiated by the PCC, Warwickshire Police, and partner agencies to manage the risks and challenges in



response to the Covid 19 emergency: -

- It is understood that government funding maybe made available to PCCs to cover the policing response to COVID-19. The OPCC and Warwickshire Police are capturing additional spend on all activity specifically related to Covid 19, in order to claim for government funding and minimise the direct impact on Warwickshire's council tax payers.
- The Coventry, Solihull and Warwickshire (CWS) Resilience Team are engaged in the Covid 19 response, bringing together a number of frontline responders and other agencies with a significant role to play in managing and recovering from the effect of the emergency.
- A joint multi-agency Strategic Co-ordinating Group (SCG) has been formed between Warwickshire and the



# 5. Priorities (cont.)

West Midlands conurbation to bring together the key agencies to lead the regional response to the national emergency and develop multi-agency emergency plans to mitigate the impact of the Covid 19 outbreak in the communities. Although not a member of the SCG, the OPCC Chief Executive Officer is apprised of the content of these meetings.

- A joint multi-agency Tactical Co-ordinating Group (TCG) has also been formed to drive activity on behalf of the SCG.
  - Warwickshire Police has put in place a Gold, Silver and Bronze Command structure to provide strategic, tactical and operational coordination and leadership to orchestrate the force's response to Covid 19.
  - Warwickshire Police's Gold Strategy for the force's response to the Covid 19 major incident is to: - 'Ensure the resilience of services to our communities and support to our partners during the Corona Virus (Covid 19) outbreak and response, whilst maintaining the health and well-being of Warwickshire Police's workforce.'
  - A Workforce Protection Group has been established with both the Police Federation and UNISON to address the risks that Covid 19 presents to the workforce and mitigate the risk of transmission of infection to the public.
  - The Covid 19 specific arrangements made by Warwickshire Police include: -
    1. A daily meeting between the Gold and Silver Commander.
2. A weekly Gold meeting chaired by the Gold Commander with all of the force senior management. The OPCC is represented by the Chief Executive.
  3. A weekly Silver meeting between the Silver Commander and all of the force's business leads. The OPCC is represented by the Development and Performance Lead for Performance.
  4. A daily conference call between the Silver Commander and the force's Superintendents in order to provide a collective operational perspective.
  5. Establishment of a Covid 19 Planning Team to orchestrate, manage and anticipate the additional demands placed on the force due to Covid 19. The team has also incorporated OPCC resources to provide additional capacity and support.
  6. Establishment of a CATO (Coordination and Tasking Office) to monitor intelligence, demand, resources and to task activity. The CATO also provides a daily situation report.
  7. A table top exercise has been held to assess the potential impact on service delivery of various scenarios and the mitigating actions necessary.

- The PCC receives regular updates from the OPCC staff attending these meetings and supporting the force.
- The PCC also holds formal weekly meetings with the chief constable and maintains regular dialogue with the senior officers.

### Holding to account

There is a both a government and public expectation that arrangements for PCCs to both support and hold to account the chief constables to account on behalf of their communities will continue through Covid 19. The PCC will ensure that this important democratic function continues, but in such a manner that the demands it places on the chief constable and force does not distract them from their primary responsibilities to safeguard public safety.



In terms of decision making on operational matters and resources issues, there is already in place a ‘Joint Corporate Governance Framework’ which describes how the PCC and CC conduct business efficiently, including decision-making, both jointly and separately. It sets out rules around who is legally able, or delegated, to make what kinds of decisions, depending on whether they are PCC or CC decisions, their significance and financial value.

### Expectations

The PCC expects Warwickshire Police to flex and adapt its resources and ways of working to respond effectively to the challenges it will face. This will include: -

- To uphold and actively demonstrate the force’s vision and values.
- Protect the health and wellbeing of the workforce, to include: -
  - \* Providing support for those self-isolating, or who are ill.
  - \* Enabling social distancing in the workplace.
  - \* Provision of appropriate Personal Protective Equipment, and guidance for its usage.
  - \* Ensuring proportionate approaches to risk management in operational processes.
  - \* Provide testing for Covid 19 infection.
  - \* Provide support for bereaved officers and staff.
  - \* Arrangements in place to deal with death in service.
- Legitimate, ethical and proportionate implementation of the Covid 19 legislation.
- Activation of departmental business continuity plans to maintain critical functions.
- That regional specialist capabilities, such as the Regional Organised Crime Unit and Counter Terrorism Unit and the Police Educational Qualification Framework remains effective.

# 5. Priorities (cont.)

- Prioritisation of services, reflecting that resources will need to be allocated to the greatest risks, threat and harm.
- Create new capabilities and ways of working to manage the new circumstances and changing demand.
- Redeployment of staff to critical functions.
- Effective deployment of the Special Constabulary.
- Effective deployment of PCSOs.
- Provide an effective and safe approach to support community volunteering.
- Prioritisation of training and development of the workforce.
- Plan to return to normality.
- Capture and analyses the learning from the crisis to inform the Evolve 2 change programme and deliver new ways of working to improve the efficacy and efficiency of the force going forward.
- Financial plans to be updated.

## ***Performance Accountability Meeting***

The PCC will maintain a proportionate and effective “holding to account” function to assist in fulfilling this statutory responsibility, so the public can understand the decisions and actions that the force is taking with partners. This will primarily be through the monthly formal Performance Accountability Meeting (PAM) and the OPCC will use information from a diverse range of sources with which to effectively do so, focusing on

those areas of significant public interest and concern.

The PCC and OPCC Chief Executive are active participants in the weekly stakeholder’s telephone conference with representation from senior officials at Warwickshire County Council, the county’s members of parliament and elected councillors. This forum provides a mechanism for democratic representation in the Covid 19 response by Warwickshire Police and partner agencies.

## ***Independent Custody Visitors***

An Independent Custody Visiting (ICV) scheme forms part of the PCC’s assurance arrangements. This is a statutory scheme involving volunteer members of the local community who visit police stations to assess treatment and welfare of those held in police custody. Custody comprises of a particularly challenging environment to manage the risks of the Covid 19 emergency due to the nature of the facilities and functions, as such the work of the ICV is now considered to be even more important than ever.



In response to these Covid 19 challenges, a new and flexible way of working has been introduced to enable this important function to continue, whilst preserving the health and safety of the ICVs, through the use of video conferencing (pictured above) on mobile phones to provide 'virtual' visits by the ICVs to the county's two custody centres at Nuneaton and Leamington Spa. In addition, to allow for further scrutiny, we have provided opportunities for the ICVs to have their questions answered by the Chief Inspector responsible for these custody facilities.

### **Warwickshire Joint Audit and Standards Committee**

The Warwickshire Joint Audit and Standards Committee (JASC) continues to function in its scrutiny of force governance. The JASC receives regular reports on policy and procedure, decision making, leadership, culture, people, performance and conduct. This also includes update reports on the progress made in addressing any significant issues that have been identified.

### **Community Safety**

The Police Reform and Social Responsibility Act 2011 places a statutory responsibility on the PCC to bring together community safety and criminal justice partners, to make sure local priorities are joined up. It also places a reciprocal duty on partners to cooperate. Community Safety Partnerships.

The legislation provides the PCC with the authority to call the responsible authorities from Warwickshire's four Community Safety Partnerships (CSPs) to come together to discuss issues affecting the whole police area and to make sure priorities are joined up. The PCC provides funding to enable each of the CSPs to meet their priorities and support the delivery of Police and Crime Plan priorities and the CSPs provide updates on how the funding is being used and to what effect.

### **Commissioned Services**

The PCC has commissioned services in Warwickshire using funding from the Ministry of Justice and the police and crime budget, namely: -

- General Victim Cope and Recovery Services: - Victim Support.
  - Domestic Abuse Support Services: - Refuge (Co-commissioned with Warwickshire County Council)
  - Sexual Abuse and Violence (SAV) Recovery Service: - Collaborative service provided by RoSA (Rape or Sexual Abuse Support) and Barnardo's.
  - Child Sexual Exploitation (CSE) Recovery Service: - Collaborative service provided by RoSA and Barnardo's.
- Adult Substance Misuse Services for Criminal Justice Service Users:- Change Grow Live (CGL).
- Children and Young People Substance Misuse Services CJ Service Users: - Compass.

Regular discussions with service providers and co-commissioners are taking place to stay abreast of the situation and its impact on services. The OPCC are ensuring that the PCC commissioned services continue to operate and support vulnerable people during Covid 19, utilising their existing funding differently and allowing them to adapt their service provision to best suit the needs of the victims. Support for victims of crime has moved to online and telephone, until such time as face to face contact can resume.

The OPCC will continue to monitor the trends and impact on victims and will identify gaps in any commissioned services and service provision caused through the Covid 19 emergency.



# 5. Priorities (cont.)

## ***Funded Posts***

A similar programme of contact and assurance to that of the commissioned services exists in respect of the PCC 'in principal' grants, which are awarded to key stakeholders in support of the objectives of the Police and Crime Plan, namely:-

- Cyber Crime Advisors - 2 posts.
- Rural Crime Coordinators - 2 posts.
- Business Crime Coordinator - 1 post.
- PREVENT Counter Terrorism - 1 post.
- Cyber Trading Standards Officers - 2 posts.
- Community Safety Partnership Analysts - 1.5 posts.
- Domestic Abuse Administrator - National Probation Service - 1 post.

The OPCC has confirmed that each of these posts are continuing to deliver against expectations during the Covid 19 emergency.

## ***Grant Recipients***

Significant sums of funding is provided through the annual PCC Grant Scheme for numerous projects and initiatives in support of the objectives of the Police and Crime Plan. The OPCC has made contact with each grant recipient to ensure that the funding to be provided during the financial year 2020/21 will be spent in line with their application, thereby ensuring that the public money allocated will be spent as expected and provide value for money. A number of these projects involve

diversionary activity and much of the planned activity will no longer be possible due to the necessity for social distancing during the crisis, however they are expected to deliver later in the year when the Covid 19 restrictions have been lifted.

The PCC is also identifying where additional funding may be required for community safety projects and services, in order to mitigate against the pressures and challenges faced during the Covid 19 emergency. The PCC remains committed to partnership working, with a recognition that services may have to be delivered differently. The expectation is that organisations and projects adapt their approach so that services can continue to be delivered, safely.

## ***Criminal Justice***

The Warwickshire Criminal Justice Board is made up of those key partner agencies who work in the criminal justice system and has been significantly impacted by the Covid 19 emergency.

On the 21st April 2020 the PCC chaired a telephone conference of the LCJB to assess the impact of Covid 19 on the business continuity arrangements across our criminal justice agencies. It is clear that partnership working across the criminal justice system will be key to mitigating its effects and providing a successful transition to recovery.

The potential early release of prisoners will impact on communities and policing and the PCC will ensure that our partnership structures in Warwickshire appropriately respond.

## **Office of the Police and Crime Commissioner**

### ***Operations***

The OPCC continues to operate, albeit remotely from its offices in Warwick, with 'home working' introduced for all staff members through the use of mobile phones and laptops. The OPCC therefore remains in communication by email and telephone and continues to respond to all contact and correspondence received from the public and partners. The information gathered will be used by the PCC to raise issues of public concern with the chief constable at the PAM.

It is planned through a local media campaign to illicit questions from the public about policing and in particular Warwickshire's Police's operational response to the crisis. These questions will be asked of the Chief Constable during the PCC's weekly holding to account meeting and the questions and answers received will be posted on the OPCC website.

A formal weekly telephone conference call with all OPCC staff is held, with agenda, minutes and actions, in addition to the more informal daily contact that has been established.

The OPCC Head of Communications continues to provide a service to effectively communicate the PCC's responsibilities and activities to provide openness, transparency and public accountability. This is coordinated with the force to ensure that media messages are coherent and consistent.

### ***Warwickshire Police Support***

In meeting the PCC's responsibility to also support the chief constable, two of the OPCC's Policy and Development

Officers have been seconded to work with Warwickshire Police in the Covid 19 Planning Team in order to assist the force in the initial stages of the response to the Covid 19 emergency. Having OPCC personnel embedded in the heart of the police operation also provides an advantage in terms of the PCC's effective scrutiny of force performance and an understanding of the detail of the Covid 19 arrangements.

In addition, the OPCC Head of Media and Communications has been providing resilience and support to the force communications team during the Covid 19 emergency. This has included partnership liaison and social media support. A daily telephone conference call takes place with the force's Corporate Communications team in order to co-ordinate activity.

### ***Police and Crime Panel***

On the 4th April 2020, the Regulations allowing Police and Crime Panels to meet virtually came into effect and Local Government Guidance has subsequently been issued. The Warwickshire Police and Crime Panel, which provides both support and challenge to the PCC, is scheduled to next convene on the 18th June 2020.

Dialogue with Warwickshire County Council Democratic Services has commenced to consider how best this meeting can be accommodated given the restrictions created by the Covid 19 emergency.

**Document prepared by the Office of the Police and Crime Commissioner for Warwickshire, May 2020**