



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

# ANNUAL REPORT 2019/20



A SAFER, MORE SECURE WARWICKSHIRE



# CONTENTS

- FOREWORD .....4
- MY ROLE AND RESPONSIBILITIES .....6
- OFFICE OF THE POLICE AND CRIME COMMISSIONER (OPCC) .....9
- COMMISSIONED SERVICES AND COMMISSIONER’S GRANTS .....11
- CONSULTATION & ENGAGEMENT .....15
- PUTTING VICTIMS AND SURVIVORS FIRST .....19
- ENSURING EFFICIENT AND EFFECTIVE POLICING.....22
- PROTECTING PEOPLE FROM HARM .....29
- PREVENTING AND REDUCING CRIME .....38
- VULNERABILITY AND SAFEGUARDING .....46
- PARTNERSHIPS & COLLABORATION .....47
- REGIONAL & NATIONAL POLICING .....49
- FINANCE .....52
- GOVERNANCE .....55
- WARWICKSHIRE POLICE PERFORMANCE .....58
- LOOKING FORWARD .....66
- CONTACTS DETAILS .....68

# Foreword

Welcome to my fourth annual report as Police and Crime Commissioner (PCC), which in ordinary circumstances would have marked the finalisation of my term of office. However, 2019/20 has been an extremely eventful year, which culminated in the Covid-19 pandemic bringing large parts of all of our daily lives to a shuddering halt in March 2020 when lockdown restrictions were imposed. The Government took the decision to postpone the PCC elections until May 2021, allowing sitting PCCs to focus on helping communities cope and recover from the effects of the pandemic. My Police and Crime Plan will therefore continue for a further 12 months and the good progress that has been made in its delivery will stand communities in good stead as we work through these challenging times.

Even before the advent of Covid-19 it had been a year of very notable developments. We began it with the knowledge that Warwickshire Police was to undergo a significant transformation, as it exited its alliance with West Mercia Police to become a force with a much stronger county focus. While the decision to end the alliance was taken by West Mercia and was not one which either I or the Chief Constable foresaw here in Warwickshire, nor one which we would have initiated ourselves, with every challenge comes an opportunity. Ultimately, the force has emerged stronger and with strengthened relationships with its key partners across the region.

The process for the force to transition to a new more independent state was neither easy nor especially swift, but with good support from the Home Office we ended the year with a settlement from West Mercia Police of £10.77 million and agreements to secure the stability of key services for both forces while new arrangements are established. Exciting new collaborations with our neighbours at West Midlands Police will help safeguard Warwickshire's future, propelling the force's technology platforms forward to national-leading standards and at a faster pace than had we remained in our former alliance.



Indeed, the whole Warwickshire Police 'Evolve' transformation programme has been wholeheartedly supported by police officers and staff at the force, who have worked tirelessly to ensure a seamless continuation of service to the public, despite the significant nature of the changes and the huge challenges that Covid-19 has additionally thrown into the mix. We end the year with the re-establishment of many supporting functions within Warwickshire and a newly re-designated Police Headquarters at Leek Wootton looking the busiest it has for many years.



One of the key ambitions of my Police and Crime Plan has been to see a major boost to the numbers of police officers in Warwickshire. Thanks to the increases in the Police Precept over the past two years, I have been able to provide the force with the resources to recruit 150 more police officers, as well as smaller boosts to the numbers of Police Community Support Officers. In a record-breaking year for recruitment, it meant that officer numbers topped the 1,000 mark by December 2019.

There was further good news with the Government's announcement of funding to recruit an additional

20,000 police officers nationally, which has so far delivered an extra 41 officers to Warwickshire as part of the first tranche of released funding. All told, this will result in police officer levels in the county being higher than even before austerity began. The extra police visibility on the ground this delivers is extremely welcome.

While the majority of these officers have gone into patrol policing, responding to 101 and 999 calls, the extra investment has also allowed the creation of a number of new specialist teams, including officers dedicated to tackling rural crime, vehicle crime and child abuse, trafficking and exploitation. These are delivering an enhanced level of expertise and providing additional focus on key areas of crime and harm.

My office too has had an exceptionally busy and productive year. We have expanded the grants scheme to incorporate additional new funding for road safety initiatives, awarding more than £350,000 to initiatives designed to reduce the numbers of people killed and seriously injured on our roads. Our ambition is to become national leaders in road safety and, while still early days, the initial results of the projects we have funded have been very encouraging.

Philip Seccombe TD

## **Police and Crime Commissioner for Warwickshire**

### **Police and Crime Plan 2016 - 2021**

A copy can be viewed at: -

<https://www.warwickshire-pcc.gov.uk/police-and-crime-plan/>

The documents is also available in hard copy upon request.



**Putting Victims and Survivors First**



**Ensuring Efficient and Effective Policing**



**Protecting People from Harm**



**Preventing and Reducing Crime**



# MY ROLE AND RESPONSIBILITIES

**The role of the Police and Crime Commissioner is sometimes little known or misunderstood, particularly in communities that could be considered as particularly vulnerable or hard to reach. I therefore hope this summary of my role and responsibilities will provide greater clarity and insight.**

As the Police and Crime Commissioner (PCC) for Warwickshire I am the elected representative of the county's residents and communities, providing me with a mandate to oversee and direct how crime and community safety is addressed in the county. I am accountable to the electorate and in turn, the Chief Constable of Warwickshire Police is accountable to me.

My position provides the public a strong voice at the highest level in setting the strategic priorities for Warwickshire Police and holding the Chief Constable to account for the force's delivery of its policing responsibilities. I am also the custodian of the public finances available for Warwickshire Police and for the commissioning of services to address crime and its impact in the county. I achieve this by: -

- Having the democratic mandate to respond to local concerns.
- Being directly accountable to the scrutiny of the public.
- Setting the police and crime objectives through my Police and Crime Plan.
- Bringing together community safety partners and criminal justice partners to ensure local priorities are joined up.
- Setting the force budget and determining the precept.
- Contributing to regional, national and international policing capabilities.
- Appointing and, where necessary, dismissing the Chief Constable.
- Holding the Chief Constable to account for the performance of the force.
- Securing an efficient and effective police service for Warwickshire.

On being elected in May 2016 I set out a number of ambitions for how I would seek to shape policing and the wider criminal justice system in the county. These helped form the backbone of my Police and Crime Plan 2016 - 2021 that was launched in December 2016 with the four key objectives of: -

- 1. Putting victims and survivors first**
- 2. Ensuring efficient and effective policing**
- 3. Protecting people from harm**
- 4. Preventing and reducing crime**

As a consequence of the termination of Warwickshire Police's strategic alliance with West Mercia Police on the 8th October 2019, it was recognised that my Police and Crime Plan required to be amended to reflect the fundamental changes as to how Warwickshire Police would operate going forward. As such, the original plan was updated with a new foreword and edited to ensure it was current and accurate.

## CHIEF CONSTABLE



The Chief Constable is responsible for operational policing matters, the direction and control of police

officers and police staff, and for putting in place proper arrangements for the governance of the force. I am required to hold the Chief Constable to account for the exercise of those functions and those of the persons under the Chief Constable's direction and control. I must also satisfy myself that the force has appropriate mechanisms in place for the maintenance of good governance, and that these operate in practice.

## COVID-19 PANDEMIC

Whilst the Covid-19 public health emergency only commenced in the last week of March 2020, its consequences are so profound that it requires to be covered in some depth in this annual report, particularly as its impact continues to severely affect many aspects of all of our daily lives.

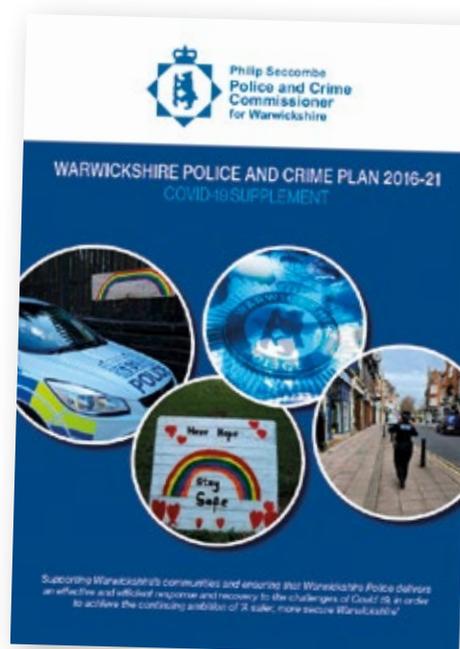
As stated in my Foreword, one of the consequences of this extraordinary event has been the postponement of the Police and Crime Commissioner Elections, which were due to take place in May 2020, resulting in my current term of office being extended by 12 months to May 2021. Clearly, it would not have been possible or fair to the democratic process to conduct the elections during the current crisis, so I fully support the decision.

My Police and Crime Plan for Warwickshire is already scheduled to run until 2021 and I have determined that this plan should remain for the remainder of my term of office in order to achieve my ambition of 'A safer, more secure Warwickshire'. Whilst this Plan will remain in place, it is clear that 'business as usual' cannot continue due the Covid-19 emergency. I have therefore produced a Covid-19 Supplement to the Plan that sets out in business continuity management terms what the 'mission critical activities' (MCAs) of my Office of the Police and Crime Commissioner (OPCC) will be during the Covid-19 period. These MCAs are to: -

- 1. Secure an effective and efficient police service for the area.**
- 2. Hold the Chief Constable to account for**

**the running of the force.**

- 3. Maintain 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 that the 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.**



The Covid-19 Supplement is complemented by a Covid-19 Delivery Plan to enable OPCC activity to be captured during this period. It is a dynamic document that can be added to and amended as we journey through the ever changing implications and challenges of the pandemic.

### Covid-19 Supplement

A copy can be viewed at: -

<https://www.warwickshire-pcc.gov.uk/wp-content/uploads/2020/05/Covid19-Plan-Supplement.pdf>

The documents is also available in hard copy upon request

## 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. I believe it's a really important document which allows me to demonstrate the work undertaken by myself and my office on the public's behalf. It often comes as a surprise to many people the sheer breadth of work that we are involved in, across a wide range of agencies, not just the police.

## NATIONAL RESPONSIBILITIES

### **BlueLight Commercial Limited**

I am a board member of BlueLight Commercial Limited, the brand new national police procurement support company. There are 43 police services in England and Wales, with separate organisations in both Scotland and Northern Ireland. Collectively, these vitally important bodies spend around £2.5billion of public money annually. The Home Office has made clear that policing must strive for greater efficiency in return for increased Government investment. BlueLight Commercial aims to drive this by addressing issues of duplication across forces' procurement departments, and by driving down prices with suppliers.

# OFFICE OF THE POLICE AND CRIME COMMISSIONER

**My role as the Police and Crime Commissioner could not be fulfilled without the support of my small team of staff who do a tremendous amount of good work in enabling me to fulfil my responsibilities in pursuit of my ambition for ‘A safer, more secure Warwickshire’.**

## PERSONNEL

Staff in the OPCC consists of a Chief Executive and Monitoring Officer, a Treasurer, a Head of Media and Communications, six Development and Policy Leads and an Administration Team of three people. I also share two Regional Policy Officers with my three PCC colleagues of the West Midlands Police Region. In addition, in fulfilling my new responsibilities (following legislative changes that took effect in February 2020) to manage the review of certain types of public complaints against the police, I also have a secondment arrangement in place to employ a Complaint Reviews Manager on a pro-rata basis with the PCC for the West Midlands.

All of this has been achieved on an office budget that, when inflation is taken into account over an eight year period, is still smaller than that of the former police authority that the OPCC replaced, which had a much narrower remit to focus purely on police governance. Despite the considerable additional responsibilities that the OPCC discharges, the costs amount to less than 1% of the total annual police and crime budget.

In order to effectively manage the seventy separate strands of OPCC business, each of the six OPCC Development and Policy Leads has a specific portfolio that covers the following areas of business: -

- Grants, Commissioning and Engagement.
- Criminal Justice and Equality
- Victims and Road Safety
- Standards and Integrity
- Vulnerability and Health
- Performance and Scrutiny.

In addition, the Development and Policy Leads also have a geographic responsibility at the district and borough level, thereby ensuring that the entire county is represented by my OPCC.

The two Regional Policy Officers have regional responsibility for: -

- Serious and Organised Crime
- Criminal Justice
- Cyber Crime
- Specialist Capabilities
- Counter Terrorism
- National Police Air Service
- Regional Roads Policing
- Emergency Services Communication Programme
- Firearms.

Since my last annual report there have been a number of changes to the personnel of the OPCC and I would like to put on record my sincere thanks to those that have moved on to fresh opportunities for their excellent work and the support they have provided to me during their tenure with the OPCC. I wish them every success in their new roles. At the same time, I'd like to congratulate the new members of the OPCC on their appointments and I very much look forward to continuing to work with them during my remaining term of office.

## COVID-19

The OPCC has continued to operate successfully, albeit remotely from its offices in Warwick, during this period with 'home working' introduced for all members of staff. The OPCC remains

in communication by email and telephone and continues to respond to all contact and correspondence received from the public and partners. Since the 23rd March 2020 at the start of lock-down, some 450 such contacts have been managed by the OPCC to date.

In meeting my responsibility to also support the Chief Constable as well as to 'hold to account', in the initial stages of the Covid-19 emergency two of the OPCC's Policy and Development Officers were seconded to work with Warwickshire Police in the force's Covid-19 Planning Team. In addition, the OPCC Head of Media and Communications provided support and resilience to the force's Corporate Communications team.

## **PUBLIC CONTACT**

### **General Data Protection Regulations**

The data protection rules under the General Data Protection Regulations (GDPR) place a greater weight of responsibility on individuals and organisations whose work involves the collection of personal data. My OPCC has consequently undertaken a lot of work to ensure that personal data is processed fully in line with these GDPR requirements, including revising our privacy policy to make it much easier to understand how personal data is collected, handled, stored and retained, as well as outlining your rights. I will continue to ensure that data protection has a high priority in the work of the OPCC and that of the force.

### **Freedom of Information**

The Freedom of Information Act 2000 provides public access to information held by public authorities, including that of the Office of the Police and Crime Commissioner. It does this in two ways: -

- 1. Members of the public are entitled to request information from public authorities and in the last twelve months my OPCC has dealt with a total of 40 Freedom of Information requests from a range of different sources and on a variety of subjects.**
- 2. As well as responding to requests for information, I am required to publish information proactively. The Freedom of Information Act requires every public authority to have a publication scheme, approved by the Information Commissioner's Office (ICO). It sets out my commitment to make certain classes of information routinely available, such as policies and procedures, minutes of meetings, annual reports and financial information. To assist with this commitment I have an OPCC website making finding information about my work, and that of the OPCC even easier.**

### **OPCC**

A summary of each of the portfolio areas held by the OPCC staff can be found at: -

[www.warwickshire-pcc.gov.uk/your-pcc/the-opcc-team/](http://www.warwickshire-pcc.gov.uk/your-pcc/the-opcc-team/)

# COMMISSIONED SERVICES AND COMMISSIONER'S GRANTS



**Around 2.7% of the total police budget is allocated to the Office of the Police and Crime Commissioner. The majority of this allocation relates to the funding for victims' support services and the Commissioner's Grants Scheme, which supports projects in the community to deliver against the priorities of my Police and Crime Plan.**

## COMMISSIONED SERVICES

As the Police and Crime Commissioner I hold the statutory function for the commissioning of services to support victims of crime in Warwickshire. In doing so, I recognised that certain services would benefit from having more assurance and certainty, for both the service user and service provider, than was possible through the process of applying for annual funding through my Commissioner's Grant Scheme. I therefore took the decision that I would move to a commissioned services model, enabling medium-term longevity of service provision and also allowing contract requirements and performance measures to be set, all of which was not possible through the grant funding process.

These newly-commissioned services were awarded to the following organisations for a three year period and commenced on the 1st April 2019: -

- General Victim Cope and Recovery Services: - Victim Support
- Sexual Abuse and Violence (SAV) Recovery Service: - Collaborative bid by RoSA (Rape or Sexual Abuse Support) and Barnardo's
- Child Sexual Exploitation (CSE) Recovery Service: - Collaborative bid by RoSA and Barnardo's
- Adult Substance Misuse Services for Criminal Justice Service Users: - Change Grow Live (CGL)
- Children and Young People Substance Misuse, Criminal Justice Service Users: - Compass.

I am extremely proud of this considerable achievement as through commissioning services directly, or through co-commissioning with other organisations, I will be able to maximise available funding and ensure good quality accessible services for Warwickshire residents, thereby achieving best value for money and the most positive outcomes for victims and survivors of crime in Warwickshire.

It has taken a significant amount of work by the OPCC to devise, procure and introduce these new services, based upon what victims have told us they need and evidence of what works best in helping deter people away from the criminal justice system. We will now get to enjoy the benefits of these services over the next few years as they have all been commissioned on multi-year contracts to guarantee continuity.

These contracts extend the PCC's commissioned victims services portfolio. Already in existence are jointly commissioned services held by Refuge in relation to supporting survivors of domestic abuse, also the delivery of forensic support services for adult and paediatric victims of sexual assault that is held by the NHS.

## COMMISSIONER'S GRANT SCHEME

A significant and very important function of my role as the Police and Crime Commissioner is the funding of services through my Commissioner's Grant Scheme. These grants come in addition to the more than £1.2 million of funding which I invest each year in directly commissioned services.

This scheme has been operating for a number of years, delivering great outcomes for victims of crime, providing advice and support services and contributing to a reduction in reoffending. All of which supports the vital work of Warwickshire Police and makes a positive contribution to the objectives of my Police and Crime Plan and my vision of delivering 'A safer, more secure Warwickshire'.



## Grants 2019/20

Due to the new commissioned services work undertaken in 2018/19, I made the decision to conduct an assessment of existing grants and to 'roll-over' the funding into 2019/20 for suitable recipients, in order to channel resources towards the right projects and initiatives. These decisions were taken after careful consideration and the grants were issued to applicants on the basis that their projects were yielding positive results in supporting the objectives of my Police and Crime Plan.

As a consequence of this decision, a smaller sum was made available to new applications from non-profit service providers to fund a range of initiatives. Two pots of funding were made available: -

- Small grants scheme of up to £10,000 per project
- Reducing reoffending grants scheme for up to £15,000.

A total of 13 organisations were awarded funding through this process, covering a diverse range of projects including lowland search and rescue, business crime projects and hate crime initiatives. An awards event celebrating their funding success was held in June 2019 where the recipients showcased their projects to the other attendees.

## Grants 2020/21

I have agreed to continue funding for 34 of my current grant projects for 2020/21, due to their important ongoing success. These projects are spread across Warwickshire and tackle a range of issues such as rural crime, victims of crime, cybercrime, mental health, youth diversionary activities, mentoring ex-offenders and more. The total funding for these grants is £870,375.00.

In respect of new applications for 2020/21, I made the following amounts of funding available for the following programmes: -

- Road Safety Fund £500,000
- Domestic Abuse Perpetrator £68,000
- Small Grants Fund £50,000
- Domestic Abuse Victim Counselling £25,000
- Reducing Reoffending Fund £15,000

For 2020/21 a total of £1,055,814 has been distributed through my Grants Scheme to projects across Warwickshire, with funding confirmed more than a month earlier than usual in order to ensure financial support is readily in place for organisations supporting the most vulnerable through the current Covid-19 emergency.

A lot of additional work went into this process as a result of Covid-19, with further risk assessments and follow up conversations after the offers were made to ensure a combined approach of both safeguarding public money, and a desire to support those organisations as sympathetically as possible. This will also inform our next annual grants process as the approach will be incorporated into future evaluations.

In essence, I wanted to make sure that there would be no uncertainty for those organisations, particularly for those who have found that other funding streams have been affected by the current crisis. It is especially important that those organisations working with the most vulnerable in society can continue their work at this time as it is needed more than ever.

## COVID-19 DOMESTIC VIOLENCE AND SEXUAL VIOLENCE

I am pleased that the Ministry of Justice has confirmed more than £218,000 of emergency funding in response to the Covid-19 pandemic to support six organisations in Warwickshire. This followed a bidding process organised by the OPCC and the grants are to help meet the additional costs registered charities or social enterprises have incurred, or will incur, in adapting their services during the pandemic. It is also designed to meet the anticipated additional demand from victims seeking help as a consequence of the lockdown restrictions being eased and people being more readily able to ask for support.

The message has always been that help and support is available and I know that organisations working in these fields in Warwickshire have been working tirelessly to meet the demands that lockdown imposed. However, Covid-19 has forced them to quickly adapt to new ways of working and often this has involved unforeseen investment in equipment to allow remote working and develop new processes. This funding came at a time when their usual opportunities to fundraise have been curtailed. The domestic abuse service funding was awarded as follows: -

- £58,919 – Refuge
- £48,000 – Insight Services
- £35,030 – Family Intervention Counselling Service
- £11,359 – Parenting Project.

The sexual violence services funding was awarded as follows: -

- £35,926 – Safeline
- £28,930 – RoSA

The emergency funding will be administered through the OPCC to cover the period from 24th March to 31st October 2020 and will provide vital extra support at a time that it is needed most and allows

these organisations to focus on the continued delivery of high-quality support to victims.

### COVID-19 RECOVERY FUND

In these unprecedented and extraordinary times, I decided to launch a Covid-19 Recovery Fund to help ensure

that voluntary groups, charities and community organisations can continue to provide their much-needed help during the pandemic. In total, I awarded £52,000 through grants, donations and other arrangements to help the county as it begins to recover from the effects of Covid-19. This is funded from reserves that I have been able to save through careful financial management and, as taxpayer's money, it is right that it is put to good use in response to probably the most significant emergency to have hit the county in our lifetimes.

I am mindful that across Warwickshire over the past few months we have seen an outbreak of another kind; community spirit, as people come together to help each other get through the difficulties that Covid-19 has brought. Voluntary groups have sprung in all parts of the county and many charitable organisations have continued to offer their support and help.

Grants of up to £5,000 have been made available for established organisations to help them respond to, survive and recover from the effects of Covid-19. Many community and voluntary groups have evolved over the past few weeks who would not ordinarily be able to meet the criteria for a grant and I'm keen to ensure that they do not miss out, so I have also made donations of up to £1,000 available too.



## Grants

A full list of all the grants-awarded projects for this year can be found at: -

[www.warwickshire-pcc.gov.uk/grants-awarded-2020-21/](http://www.warwickshire-pcc.gov.uk/grants-awarded-2020-21/)

## IN PRINCIPAL GRANTS

I am also hoping to commit to continue to award 'in principal' grants to key stakeholders for the remainder of my term as PCC, to provide some certainty around the continuity of service provision. These include the funding for the following posts: -

- Cyber Crime Advisors - 2 posts
- Rural Crime Coordinators - 2 part-time posts
- Rural Crime Advisor - 1 post
- Business Crime Advisor - 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.



## ROAD SAFETY FUND

Another highlight from 2019 has been the launching of the Warwickshire Road Safety Fund and the awarding of more than £300,000 to projects aimed at supporting the reduction of people being killed or seriously injured on our roads. These projects are covered in greater depth in the Protecting People from Harm section of this report.

## MINISTRY OF JUSTICE

In respect of funding streams, the Ministry of Justice (MoJ) have provided an annual grant of £606,900 to my OPCC for the provision of victim support services for 2019/20. I have distributed this funding in the following two areas to provide these services and in support of the objectives of my Police and Crime Plan: -

- Victim Support - £489,942
- Sexual Violence Services - £116,958.

The MoJ has also provided further funding of £460,069 to date to support victim services, including sexual violence, domestic abuse and the victims of road crime. Therefore, the total contribution provided by the MoJ to Warwickshire's victim services stands at £1,066,969.

# CONSULTATION & ENGAGEMENT

**As the Police and Crime Commissioner for Warwickshire I have the democratic mandate to respond to local people's concerns. Effective engagement, consultation and two-way communication are essential in ensuring that the public and stakeholders can have a strong voice in how their communities are policed and to enable a better understanding of the challenges of modern policing.**

## Key Achievements 2019/20

My role as the Police and Crime Commissioner for Warwickshire is to work with other services to ensure the safety of the community and deliver effective criminal justice in the county. This involves listening to people and taking their views on the issues that affect them in their community, as well as hearing the good practice and ideas for improvement which residents often tell me about. I must also ensure that my Police and Crime Plan meets their needs and expectations, ensuring that the public has a strong voice in how their community is policed. Consultation and engagement therefore constitute a fundamental part of how I achieve this and my Consultation and Engagement Strategy 2016-2021 describes how I provide the public and stakeholders with that ability to shape my ambition of 'A safer, more secure Warwickshire'.

Whilst progress in delivering the objectives of this strategy were undoubtedly slowed during the latter period of the year due to the impact of Covid-19, careful consideration is being given as to how this essential function can continue to be delivered safely during the pandemic given the restrictions imposed. Nevertheless, I have still been able to engage with a wide range of events with the public and key stakeholders during the course of the year, more recently through 'virtual' means.

## CONSULTATION

### Precept

In January 2020 I consulted the communities of Warwickshire on a variety of options for the Police Precept (the part of Council Tax which makes up

around 45% of the total budget for Warwickshire Police). Despite a more compressed timetable due to the General Election in December 2019 and uncertainty as to the funding situation when we launched the survey, the public responded in sufficient numbers to give me an understanding of the cross-section of views, which was very helpful in enabling me to reach an informed decision.

It was clear from the consultation that there was considerable support for continuing to invest in policing in Warwickshire, but also concern about the effects of large tax increases on Council Tax bill payers. That's why my final balanced budget asked for a smaller rise than was consulted on, but also provided measures to continue to boost the visibility of policing across the county as well as investing in the supporting services that enables officers to be more effective and efficient.

In early February 2020 my proposals for the budget went to the Police and Crime Panel and were unanimously supported. Taking into account the pressures above, it means that the Police Precept has increased by 4.38% for the 2020/21 financial year. This equates to a yearly increase of £9.99 on an average Band D property.

This increased funding will be used to increase the number of officers the force employs by a further 41, building on the impressive numbers recruited over the past 18 months which have seen the force's headcount top 1,000 for the first time in more than a decade. We will also be using these additional officers to bolster patrol policing and the response to rural crime, with posts split equally

between the north and south of the county. There will be more specialist armed policing and roads policing officers too, alongside detectives to boost the work to protect the most vulnerable in society.

I believe my budget will help Warwickshire Police provide the public with an enhanced service to deliver greater protection, improve public confidence in policing, boost visibility and will mitigate against some of the pressures that frontline police officers and staff currently face. Overall, I want to ensure that Warwickshire Police continues to move forward in a positive way, making the best uses of the resources available, while also funding projects and initiatives which support my Police and Crime Plan to help make a real difference to victims of crime.

I will also continue to ensure that there is rigorous financial control so that every penny of taxpayers' money is used to maximum benefit for the priorities that matter most to our local communities.

### **Police Funding and Police Precept**

For financial details, together with answers to frequently asked question on police funding: -

[www.warwickshire-pcc.gov.uk/key-information/financial-information/funding-your-police-service-in-2020-21/](http://www.warwickshire-pcc.gov.uk/key-information/financial-information/funding-your-police-service-in-2020-21/)

### **PUBLIC PRIORITIES SURVEY**

In January 2020 the first phase of a joint Warwickshire OPCC and Warwickshire Police survey, the 'Public Priorities Survey', was conducted under contract by a professional survey and marketing company. The survey methodology consisted of both telephone and in person elements with over 700 members of the public. The second phase was conducted online throughout March and April 2020.

The topics covered in the survey related to the current priorities of my Police and Crime Plan, to evaluate in more depth the four key priority areas. The survey also included questions as to how

Warwickshire Police should work with others to deliver its services; perceptions about stop and search and the use of body worn video by police officers; whether more officers should carry Taser devices and a whole range of other questions focused on public confidence, operational policing and legitimacy. It is intended that the results of the survey will inform the development of the next Police and Crime Plan by reflecting the views and priorities of our communities and provide them with a stronger voice in shaping the future direction of policing and crime in Warwickshire.

### **ENGAGEMENT**

#### **Public Engagement**

In addition to meeting with elected members, I have also met with countless members of the public during the year to hear their views on police and crime matters and to listen to their experiences of Warwickshire Police. This engagement and dialogue greatly helps to shape my own views and inform my decisions, as well as serving to 'hold me to account' for my actions as the Police and Crime Commissioner.

#### **OPCC Correspondence**

Over the course of 2019/20 the OPCC dealt with nearly 1,500 items of correspondence received from a diverse range of sources and covering a wide spectrum of issues and it would appear that this demand is continuing to significantly grow every year. Most items required some form of response and in many of these cases this involved liaising with Warwickshire Police and partner agencies to address the concerns of members of the public and elected members. Public accessibility is vital for a democratically elected position and I very much value the correspondence received as it enables me to have a clearer view on what the significant matters of concern are to our communities.

#### **Members of Parliament**

During the year I have held meetings with all of the county's members of parliament. The purposes

of these meetings has primarily been to engage in discussions regarding the implications of the termination of the alliance with West Mercia Police and to continue to make the case for greater central police funding, although a range of local issues have also been discussed.

### **Local Councillors**

I am very keen to engage with the county's elected members and consequently have attended a number of the district or borough 'Scrutiny and Oversight Committees' as well as multiple parish council meetings and community forums over the past year. Such events provide me with an opportunity to explain my role and to provide an update on the progress made in achieving the objectives of my Police and Crime Plan, as well as listening to their views and feedback to gain a deeper appreciation of the issues of concern to local communities.

### **Media Relations**

The media, locally, regionally and nationally, play an important part in shaping people's opinions about policing and community safety, so having a strong channel of communication with journalists and broadcasters is important. Over the past year I have continued to engage closely with the media, producing regular press releases and other updates on the work of the OPCC, as well as responding to queries regarding national policy and other topics of concern. The overwhelming majority of the coverage has been positive and I will continue to foster good relations with journalists in the year to come.

### **You Said - We Did**

Following discussion with local residents, councillors, and community safety partners a police deployment base has been re-established at Coleshill in order to provide greater policing visibility and quicker response times for the communities of North Warwickshire. I am delighted to see patrol policing restored in this part of the county. This initiative followed the successful introduction of similar bases at Stratford upon Avon and Alcester

to improve the policing response in the south of the county.



These developments show that both the force and I are listening and acting on the concerns of the community and is one of the added benefits arising from the investments I have been able to make over the previous years to increase the number of police officers in the county.

### **PCC Award - Excellence in Policing and Community Safety**



In November 2019 I was delighted to reveal the winner of my 2019 Award for Excellence in Policing and Community Safety as PC Stephen Croshaw, from Warwickshire Police's Nuneaton Safer Neighbourhood Team. The award allows me to show my personal appreciation for all the excellent individual work that is undertaken in the county, as well as bringing it to public attention as it often goes unnoticed.

This award recognises Stephen's outstanding work with young people and partner organisations creating educational videos to highlight a range of important issues. He has produced, completely in his own time, numerous short videos of topics from serious and organised crime to health and wellbeing, hate crime, child sexual exploitation, domestic abuse and volunteering. His work has raised awareness



in many ways for members of the public to better understand and recognise vulnerabilities in our communities, especially those linked to organised crime.

One example has seen Stephen working with a local 16-year-old Anti-Hate rap-artist, creating a YouTube video to highlight the issue of county lines drug dealing. This is a serious national problem involving drug gangs and Stephen's video has received wide acclaim, including an endorsement from the National Crime Agency. He has also previously worked closely with crime and disorder partners and created videos for the 'Love Instead of Hate' and 'Hate Crime FREE-style' projects. Several of his other videos have been adopted by Warwickshire Police for training purposes, for example his work on problem solving and how it can lead to reductions in crime and anti-social behaviour.

For the first time this year I also made two further 'highly commended' awards, due to the high quality of nominations received. Ann Johnson, who until recently led the Stratford Link project for rough

sleepers, the street community and the socially excluded in Stratford-upon-Avon, was recognised for her dedication in helping people who often lead complex and chaotic lives, with individual health needs and sometimes challenging behaviour. While the Link project itself is currently undergoing a strategic review, the contribution that Ann has made over the past few years continues to be felt.

Christopher Langman was also highly commended for his voluntary work at Henley Community Library, where he gives his time freely to give people advice and information about staying safe online. He was also nominated for a second time for his work developing a set of easy read guides for Warwickshire Police, Stratford-on-Avon District Council and other partners, to help people with learning difficulties understand how to access key services and also how to stay safe. Christopher is a key supporter of the multi-agency initiatives to tackle hate crime in the county and was also recently one of the 'faces' of a Warwickshire Police hate crime awareness initiative.

# PUTTING VICTIMS AND SURVIVORS FIRST

**Achieving a proper outcome for victims and survivors of crime is a vital component of my Police and Crime Plan. This means treating them with respect and ensuring that an effective service and support are available.**



## Key Achievements 2019/20

One of the key objectives of my Police and Crime Plan 2016 - 2021 is to put Victims and Survivors First. This aspiration is also complemented by my 'Victims and Witness Charter', which includes the pledge that 'victims of crime are offered appropriate support to help them cope and recover from any effects of the crime'.

### VICTIMS AND WITNESS CHARTER

My Victims and Witness Charter consists of nine key expectations that set out the standards of service communities should expect to receive from the police and criminal justice agencies in the county if they fall victim to, or witness, a crime. It seeks to give victims and witnesses a voice and ensure that the needs of the most vulnerable and intimidated will be recognised and understood. It also provides a means for the public to hold myself, the police and the other justice partners to account to make sure the standards are being delivered.

There has been positive progress made since the Charter's inception, whereby the Warwickshire victim and witness agenda has been subject to ongoing attention by Criminal Justice partners. Going forward the Charter will continue to be consistently and effectively communicated to ensure its principles become totally secured within the ethos of the Warwickshire criminal justice system and the agencies who support both victims and witnesses.

### VICTIMS NEEDS ASSESSMENT

In 2018 I engaged external consultants to compile an independent and comprehensive assessment of victim services in Warwickshire. This research comprised of the extensive surveying of victims of crime giving victims and witnesses a voice and resulting in the publication of the first comprehensive and definitive needs assessment for victims of crime in Warwickshire, which identified that victims needed the following requirements: -

- **Information and Communication.** Timely and accurate information and effective methods of communication, both in delivering information and updates and listening to victim needs.
- **Procedural Justice.** Victims wanting fair treatment, including knowledge of and access to judicial entitlements. This increases victims' perceptions of legitimacy and aids their engagement.
- **Multi-agency Working.** Co-located multi-agency partnership working across statutory and voluntary sectors.
- **Professionalised Services.** Particularly those that provide victims with a single individual advocate or case worker to help them in their whole journey throughout the Criminal Justice System (CJS).

Whilst the subsequent report highlighted good practice,

it also identified gaps in our service provision. The results of this work have allowed more informed and better decisions to be made as to the future

direction of commissioned services in Warwickshire and in doing so have improved and strengthened the support and services available.

## VICTIM SUPPORT



On the 1<sup>st</sup> April 2019 a new commissioned service that I funded and provided by the independent charity Victim Support went live across

Warwickshire. This initiative has staff from this independent charity being co-located within Warwickshire Police's Integrated Victim Management Units (IVMU) at Leamington Justice Centre and Bedworth Police Station.



They work alongside police officers and staff, providing free victim care 24 hours a day and 365 days a year.

This arrangement also allows the police to work more efficiently and effectively with partners in order to improve the service they are able to provide to victims of crime. This development follows the findings of the victim needs assessment and meets the needs identified, whilst at the same time also retaining the independence of Victim Support.

Under the new contract Victim Support will deliver: -

- Victim-focused services, to include an assessment of the practical support needed by victims.
- Single points of contact for victims to access updates on the progress of their crime.
- Advice on security and other crime prevention advice to help avoid re-victimisation.
- Referral and signposting to other appropriate agencies and services.
- Emotional support services to help victims to recover from the effects of crime.
- Restorative justice services, which bring victims and those responsible for the crime

into communication thereby enabling everyone effected by a particular incident to play a part in repairing the harm and finding a positive way forward.

This more joined-up and improved service can offer support to greater numbers of people and the contract also specifies crime classifications that require priority attention. So all crimes relating to violence, burglary, hate, anti-social behaviour and cyber enabled crime are priority groups for Victim Support.

On average Victim Support will scrutinise about one thousand referrals per month, mostly from Warwickshire Police. Whilst some 85% of victims will not require any substantial support, the remainder will require ongoing support in some form or other that is provided without time-limit. At its simplest, most victims want a reliable and consistent point of contact that is efficient, informative and empathetic. The following feedback pays testament to the success of this approach: -

*"I am entirely grateful to you, without your help I would have been completely in the dark about what was going on, thank you."*

*"Speaking to you has given me reassurance and I now feel I can cope"*

*"It's good to know that there is someone out there who cares."*

I know there will be concern from victims of crime at this current time due to the impact of the Covid-19 pandemic but the message from Victim Support is that they are still operating with the same people and are ready to help with the same commitment to helping victims cope and recover after crime.

## Victim Support

**You do not have to have reported a crime to police to access Victim Support services.**

Victim Support in Warwickshire can be contacted on 02476 351003 and lines are open Monday to Friday from 9am to 5pm. Victim Support can also be contacted for free outside of these hours on 08 08 16 89 111

Or request support via [www.victimsupport.org.uk](http://www.victimsupport.org.uk).

There is also online live chat facility on the Victim Support website.

## REFUGE

Refuge's Domestic Violence Service is a county-wide service that has been co-commissioned with Warwickshire County Council to provide support to women, men and children experiencing domestic violence. The service helps support victims and survivors of domestic abuse and their children in Warwickshire. If for any reason contact does not want to be made to the police, then support and information can also be obtained from the Refuge operated Warwickshire Domestic Violence Centre.



### Refuge

Tel 0800 408 1552

8.30am - 8.30pm Monday to Friday

10am - 4pm on Saturday

## BARNADO'S AND ROSA

Barnardo's and RoSA are now jointly providing a new county-wide service to help victims and survivors of sexual abuse and violence (SAV) and child sexual exploitation (CSE). Barnardo's has been working in Warwickshire as part of the multi-agency Warwickshire Child Sexual Exploitation Team (CSET) for a number of years and will be continuing to develop the successful 'Something's Not Right' campaign to raise awareness of the dangers of CSE and promote access to help and advice. RoSA,

meanwhile, has been providing free and confidential support for anyone who has experienced the trauma of rape, sexual abuse or sexual violence in Warwickshire for the past twenty-six years.

These organisations work throughout the county supporting women, men, young people and children from the age of five onwards and support is also offered to family members, partners and carers. Together, they will deliver a range of evidence-based, victim-led personalised support services and interventions, including face-to-face, telephone and online support, ensuring the service meets the current and emerging needs of victims.

The commissioned service also includes expanded provision of Independent Sexual Violence Advisors (ISVAs) and Children and Young People's Independent Sexual Violence Advisors (ChISVAs) across the whole of Warwickshire. These are trained professionals who work with victims and survivors to provide impartial information about all of their options, including reporting to the police or accessing other services that they may require, such as counselling or advice on housing, social care or benefits.

## Victim and Witness Forum

The forum reports to the Warwickshire Local Criminal Justice Board (LCJB) and it ensures that victim and witness entitlements are very much at the heart of criminal justice processes in Warwickshire. The forum is chaired by a member of staff from my Office, who has responsibility for victims and witnesses on my behalf. All the agencies who make up the criminal justice system are members of the forum and central to their work is ensuring that victims and witnesses receive the entitlements that are contained within the Witness Charter 2013 and the Code of Practice for Victims of Crime 2015.

Warwickshire Police has also recently established a Victim Engagement Board, at which the OPCC is represented, with the intention of improving the experiences of victims and survivors as they journey through the criminal justices processes.

# ENSURING EFFICIENT AND EFFECTIVE POLICING



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

## Key Achievements 2019/2020

### STRATEGIC ALLIANCE

There have been many challenges to policing during the year, but for Warwickshire Police none more so than the termination of the strategic alliance with West Mercia Police. The circumstances that led to this development are that in October 2018 West Mercia notified Warwickshire of their decision to terminate the strategic alliance that had been formed in 2012 under a Sect 22 Police Act 1996 agreement between the two forces. This termination was to take effect with the minimum 12-month notice period, namely the 8<sup>th</sup> October 2019.

It's worth remembering that the decision to end the alliance was one taken unilaterally by the West Mercia Chief Constable and his Police and Crime Commissioner. It was not one which we in Warwickshire either expected or supported. Following this notification, my primary concern was to secure the future of Warwickshire Police and ensure that it continued to operate to a very high standard and had a strong and sustainable future. It was also Warwickshire's position from the outset that as we transitioned the joint services to their single-force future states, we would do nothing to undermine the operational effectiveness of either force.

In terms of disaggregating these services from the alliance during this period, of note is that Local Policing (accounting for 55% of the police budget)

was previously taken out of the alliance budget in April 2018. New arrangements were therefore required for the remaining 45% of services (Protective Services and Enabling Services) and to establish total operational independence for Warwickshire Police.

A significant number of the shared services were able to be established by Warwickshire Police prior to the 8<sup>th</sup> October 2019. In respect of those services that were unable to be established in such a brief time-scale, at Warwickshire's request the Home Secretary used powers to invoke Sect 23G of the Police Act 1996. This intervention by the Home Secretary extended the termination period by six months to the 8<sup>th</sup> April 2020, thus allowing sufficient time for the remaining services to be disaggregated and established by Warwickshire Police and, in doing so safeguard public safety. During this extended period Warwickshire Police continued to incrementally disaggregate services from the alliance when in a position to safely do so.

I'm extremely pleased to be able to report that all shared services, with the notable exception of four key services, were separated out of these arrangements at the beginning of April 2020. Further agreement has now been reached by the two forces to deliver the remaining four services together in continued collaboration to

ensure a smooth transition until such time as new arrangements for Warwickshire are established. These new collaboration agreements principally cover the period of April 2020 to April 2021 and can be extended if necessary. They cover: -

1. Information Technology (IT) services
2. Forensic Services
3. Transactional Services - Human Resources and Payroll
4. File storage facilities.

On the 28<sup>th</sup> February 2020, I was pleased to announce that following extensive negotiations the West Midlands Police and Crime Commissioner has agreed to deliver a range of services for Warwickshire Police from April 2021. These include the IT services and Transactional Services (payroll, human resources systems and similar business services). Negotiations are also continuing for West Midlands Police to deliver Forensic Services for Warwickshire Police too. In the case of file storage facilities, Warwickshire Police has committed to buy a continued service hosted by West Mercia Police.



In arriving at this decision, I have evaluated all of our options and looked in detail at other providers of services and it is clear to us that West Midlands has the best solution with the investment that has been made by that force. These agreements represent a real opportunity for Warwickshire Police to take advantage of the 'best in class services' delivered by West Midlands Police and is an important part of our programme to deliver a sustainable future for Warwickshire Police. It also enables both the Warwickshire and West Mercia forces to be able to fully focus on what is needed to support their communities during the Covid-19 emergency.

I am also pleased to report that an overall financial settlement has now been reached between the two forces. West Mercia Police agreed a settlement with Warwickshire Police worth £10.77 million, to cover

the costs of separating the services for the two forces. This agreement means that Warwickshire Police will receive a fair settlement that recognises the considerable costs that we have had to bear in re-establishing services within the county since the decision to terminate the alliance was made.

I firmly believe that these new arrangements will give the best balance between having policing resources based in Warwickshire under the direction and control of the Chief Constable to address the priorities that are most important to our communities, whilst also benefiting from the advantages provided by this very specific and limited collaboration. The plans we are now implementing will ensure much more local accountability and flexibility to service needs of the people in Warwickshire, and build on the strengths that Warwickshire Police has enjoyed across its 163-year history.

Given the position with the termination of the strategic alliance, my Police and Crime Plan has been amended post 8<sup>th</sup> October 2019 to reflect these fundamental changes as to how Warwickshire Police operates, although my priorities and ambition have remained intact.

## WARWICKSHIRE POLICE HQ



In April 2019, with the imminent termination of the alliance in mind, I revisited our estate needs with the Chief Constable and it was clear to us both that it made absolute sense to now keep Leek Wootton as part of the force's estate. While it had previously

been the plan to sell off the site for development, given that we were now planning for a different future to that previously envisaged as part of the strategic alliance, I decided to halt the sale and re-designate Leek Wootton as Warwickshire Police's headquarters.

Leek Wootton is a hugely valuable asset which contains good IT and infrastructure provisions and, although it requires some refreshing, it is in a fit and suitable condition to accommodate additional officers and staff at relatively short notice - something that would have been impossible to achieve elsewhere given the tight timescales associated with the termination of the alliance.

While the proceeds from the sale of the site as a whole would have been very welcome, the priority was to secure Warwickshire Police's immediate future as it re-established itself post-alliance. I am, however, continuing to explore the sale of the remaining parts of the site which will not be needed for policing purposes and I am optimistic that this will still bring in a healthy capital receipt in due course.

Retaining Leek Wootton is also hugely symbolic for the force and is something that our officers and police staff have been quick to tell me is very welcome. We have a long history at Leek Wootton and it is pleasing that we will now be able to continue the force's future there.

## RECRUITMENT AND ESTABLISHMENT

Since becoming Police and Crime Commissioner in May 2016, I have become increasingly aware of the challenging situation policing is in. Demands on the police have continued to increase, with rises in recorded crime and the more complex nature of modern police investigations coming at the same time as the Government's austerity programme that resulted in reduced central funding for policing. During my time in office, I have been making this position clear to central government, arguing the case that policing needs more central funding if it is to continue to keep the public safe and maintain law and order satisfactorily. Similar representations have been made by Police and Crime Commissioners and Chief Constables up and down the country.

I have promised that the additional funding that taxpayers across Warwickshire have contributed over the last three years through the police precept would be used to put extra 'boots on the ground' and ensure that policing numbers would top the 1,000 mark, one of the key priorities of my Police and Crime Plan. I'm therefore extremely pleased to be able to say that the actual number of officers at the end of March 2020 did indeed stand at the promised 1,000 officers - the highest number for over a decade! This number has further increased into 2020/21 and is projected to be at a new high of 1,058 by the end of the financial year.

## CHIEF CONSTABLE

I am delighted to be able to confirm that Martin Jelley QPM will be continuing in his role as Chief Constable of Warwickshire Police for a further two years, having agreed to a contract extension which will keep him in post until March 2022.

Martin was first appointed to the role in April 2015, joining Warwickshire Police from neighbouring Northamptonshire Police. I have found him to be an excellent Chief Constable who has demonstrated unparalleled leadership for the force through what has been a significant period of change. He has done so with the respect of those he commands as well as the many partner organisations we have in the county. It is therefore fantastic news for Warwickshire to be in a position to retain his leadership, professionalism and skills for the next couple of years.





Figures recently released by the Home Office reveal that Warwickshire Police were able to recruit more new police officers as a percentage of their overall strength than any other police force in England and Wales during the year and has seen its total head count grow by over 14%, representing nearly double the rate of the next nearest police force in England and Wales. The Home Office figures are calculated from a baseline number in March 2019 and reveal that the force has actually been able to take on a staggering 216 new recruits in the last 12 months.

Warwickshire Police has worked tirelessly to recruit and train these extra officers and these latest figures are a validation of that tremendous effort. That this has been achieved while Warwickshire Police has been undergoing major changes following the end of the alliance with West Mercia Police demonstrates the core strengths of the force. We may still be a small county but, as is often the case, Warwickshire is performing well above its weight.

The direct benefit to the communities of Warwickshire from these increases in police officers can be seen in the focus the force are applying to the year ahead to a range of key areas of concern for the public. New or expanded teams will now provide extra resilience in tackling vehicle crime and rural crime, while also giving enhanced policing visibility to communities, businesses and retailers in the larger town centres across Warwickshire. These developments include: -

- The creation of specialist Child Abuse, Trafficking and Exploitation (CATE) teams to provide specialist investigative capability to



protect those most vulnerable from abuse.

- Two vehicle crime teams have been launched – one based at Bedworth and one at Greys Mallory near Warwick. The teams will focus on tackling vehicle crime to enhance the force’s commitment to reducing these offences.
- The Rural Crime Team, which was launched in the autumn of 2019, will shortly double in size with officers split between Stratford, Atherstone and Rugby.
- The Safer Neighbourhood Teams (SNT) will be enhanced through the addition of an extra five police officers to supplement the work of existing teams in the town centres of Rugby, Leamington, Warwick, Stratford and Nuneaton.

These investments made in new officers over the past 18 months mean that Warwickshire Police are now at the strongest position the force has seen for many years. I am very confident that Warwickshire residents are already seeing the positive visible difference in policing across the county and will continue to do so as the numbers further increase during the year ahead.

It is however not just a question of increasing numbers but also of acquiring specialist knowledge and experience too, and there have been a number of transferees into Warwickshire Police from other forces that have these capabilities. These officers include a Detective Chief Superintendent from West Midlands Police and two newly promoted superintendents, as well as a considerable number of much needed detectives and firearms officers.

## BLACK ASIAN MINORITY ETHNIC OFFICERS

Just as importantly, if not more so, the ability to recruit on such a scale represents a fantastic opportunity to address the imbalance of Black Asian Minority Ethnic (BAME) representation within the ranks of Warwickshire's police officers and a programme of 'Positive Action' has consequently been established with the aim of boosting the numbers of BAME applicants to the force so that it is more representative of the communities it serves.

In the same vein, the 22<sup>nd</sup> May 2020 was designated as Stephen Lawrence Day and was coordinated by the Stephen Lawrence Charitable Trust, which works to inspire and support young people from disadvantaged backgrounds and to create a fairer society. I supported the Trust with funding to help create a bursary scheme to enable further research to be undertaken into effective race relations within policing. Under the bursary, selected BAME police officers will undertake a short scholarship each year to research a different aspect of race relations and inclusivity.

As I said at the time, *"Commemorations like Stephen Lawrence Day are an important part in helping to reinforce that there is no place in society for racism and to empower young people to discover what they are capable of and to have hope in their own futures. There is still work to do before we can say we are a truly tolerant society and we need to continue to guard against racism and hate crime in all its forms"*.

## SPECIAL CONSTABULARY

Warwickshire Police currently has 86 Specials working across the organisation and are actively looking to recruit more, with an ambition for the force to recruit 200 officers over the next two years. I am delighted that the force will be supporting National Specials Weekend and National Volunteers Week, which seek to celebrate and recognise Special Constables and volunteers across the UK.

Our volunteers make up an incredibly important and highly valued section of the workforce, and dedicate an overwhelming amount of their time to help their local policing teams. They provide

essential resources that offer the force a heightened ability to tackle crime and protect Warwickshire's communities from harm.

### Special Constabulary

If you are keen to learn more, please visit the careers section on the force website:

<https://www.warwickshire.police.uk/police-forces/warwickshire-police/areas/warwickshire-police/ca/careers/volunteers/special-constabulary/>

## COVID-19 PANDEMIC

Whilst I recognise that much of the following extends into the 2020/21 year, given the overwhelming importance of Covid-19 in all our lives I felt it was important to provide a summary in this annual report of how Warwickshire Police have responded to the many implications of the pandemic, and in doing so provide some reassurance as to how the force and I have risen to the challenges presented during this extraordinary period. It should also be remembered that Covid-19 is principally a public health emergency - it is not a policing crisis!

Another important part of my role in addition to holding to account the Chief Constable, is to support Warwickshire Police. Through this Covid-19 emergency I have therefore kept in regular contact with the Chief Constable and senior officers of Warwickshire Police and I am able to assure the public that the force have been working extremely well with many other agencies to co-ordinate their response to the pandemic. The focus has been on keeping all parts of the community safe, especially those who are considered to be most vulnerable.

I also wanted to make sure that the force's approach to tackling the Covid-19 pandemic was both the right one and also widely understood, so I provided an opportunity for the public to pose their own questions about the response and policing more generally to the Chief Constable. As such, in April 2020 I held a special Covid-19 'Performance Accountability Meeting' with the Chief Constable and Assistant Chief Constable Debbie Tedds, putting a range of questions to them. They were open and candid in their responses and the overriding impression I was left with was of a police force that is coping well with the challenging circumstances.

On a positive note, despite issues seen in some parts of the country, here in Warwickshire

the reaction from the public to social distancing restrictions has been largely very supportive. Warwickshire Police has had to issue among the fewest number of fines in the country as people have been largely very compliant with the rules. There is of course a balance that must be struck, in that if the police are heavy-handed in their enforcement then public goodwill would be lost, whilst at the other end of the scale an overly lenient approach risks undermining the purpose of the restrictions. As we continue to see an easing of the lock down, it is vitally important that this balance continues to be right.

To provide reassurance that this approach to enforcement was the right one, Warwickshire Police commissioned telephone surveys of a random sample of residents to gain their views on how it was carrying out its work in the pandemic. Each week 100 people in Warwickshire were contacted and asked for their views. Gratifyingly, 83% of recipients said they believed officers were doing a 'good job' during the crisis, while 70% said they fully supported the force's approach. The way the force communicates with people via social media channels was also praised by 68% of respondents. The people contacted for the survey also said they have been pleased to see extra patrols in their neighbourhoods, praised officers for helping some of the most vulnerable in society and said they believed the force was taking a 'fair' approach in keeping people safe during lock down.

I do know that the past few months have been incredibly difficult and there are still considerable challenges for us all in the months ahead. That's why it's vitally important to emphasise that support services around the county are still functioning well and available to help. You can find a wealth of information and advice on where to go for help on the OPCC website, which I will ensure remains updated as we move through the pandemic.

## WORKFORCE HEALTH AND WELL BEING

The Chief Constable has demonstrated strong leadership and shown a genuine interest in the health and wellbeing of his workforce. He personally chairs the Health and Wellbeing Board, on which the OPCC has representation, its purpose being to deliver real improvements in the wellbeing of the workforce. A strategy has been developed to improve the situation and a plethora of initiatives implemented that have had a positive effect on sickness absence rates and the morale of the workforce, including designating 2019 as the Year of Health and Wellbeing.

Given the present situation with Covid-19 the force have ensured that they have sufficient stocks of the correct Personal Protective Equipment available and throughout they have followed the latest guidance from Public Health England and the National Police Chiefs Council, in order to protect not only the workforce but the also the public who they interact with.

### ARMED FORCES

I am extremely proud to report that Warwickshire Police has been recognised for its commitment to the Armed Forces community and has been awarded Gold in the Ministry of Defence's (MOD) Employer Recognition Scheme (ERS). The gold award represents the highest badge of honour available to organisations that employ and support those who serve, veterans and their families.

The force has a long tradition of supporting our Armed Forces and can count many ex-service personnel and reservists among its officers and staff, something which continues strongly today and will help to shape Warwickshire Police for many years to come.

In June 2019 I welcomed the Armed Forces Day flag to my office on Reserve Forces Day, to show my support for the men and women who make up



the Armed Forces community.

As a former reservist myself and currently also the Chair of the West Midlands Reserve Forces and Cadets Association, I know from personal experience how many of the skills that people acquire while serving with our Armed Forces are very valuable for policing. Strong reserve forces are a vital element in the protection of our national security, while the additional skills that reservists bring back to Warwickshire Police is something that the wider community here in the county can benefit from on a daily basis.



### FORCE STANDARD

In May 2019, Warwickshire Police's new force standard was unveiled in a special ceremony at Leek Wootton. The ceremonial flag will be used by the force on special civic occasions and is the first standard in the force's 163 year history. It was presented at Leek Wootton in front of the Chief Constable and myself, together with some of the force's new student police officers who were proud to take part.



# PROTECTING PEOPLE FROM HARM

**Warwickshire Police's vision is 'Protecting people from harm', an aspiration which I share along with the Chief Constable's desire for the force to become 'Great at protecting the most vulnerable'. Together, these aspirations underpin my Police and Crime Plan and vision of achieving 'A safer, more secure Warwickshire'.**



## Key Achievements 2019/20

### ROAD SAFETY

Far too many people are killed or seriously injured on our roads in Warwickshire and we need to encourage a major shift in attitudes among all of our road users to bring these numbers down. The scale of the issue is stark; last year there were 35 people killed on the county's roads and another 320 people were seriously injured. It was for this reason that I launched my Road Safety Fund to help encourage new and innovative schemes which can help ensure that our county is as safe as it can be for all road users and pedestrians.

#### Road Safety Fund

During the spring of 2019 a new £500,000 road safety fund was launched that will make a major contribution to making our county highways and byways much safer places for all users. The financial backing for the scheme comes from funds from driver safety and speeding awareness courses, meaning that those who break the law will be helping to directly fund schemes to alleviate anti-social and dangerous driving.

A total of forty-four applications were received and eleven successful projects funded at a total of £325,000, all being carefully selected to support some of the most vulnerable road users. Among them are some pioneering national organisations, with leading road safety charities being awarded alongside local road safety partners. A mix of prevention, education and enforcement activities are being supported, building upon established best practice in Warwickshire and elsewhere.



I want Warwickshire to really lead the way nationally on road safety, so I have been pleased by the positive way our partners have responded to the launch of the Road Safety Fund. This is just the start of the journey to make our highways and byways truly safe and I will continue to champion the cause strongly.

## **The Honest Truth**

Among those successful applicants that are being funded are The Honest Truth, which will help learner drivers get an early education in road safety as part of their driving lessons. The information will be delivered in collaboration with Approved Driving Instructors (ADIs), who will use unique but simple and striking visuals to deliver safety messages to their pupils during their driving lessons. Although many new drivers are still in further or higher education, reaching and engaging with this vulnerable group to provide an effective road safety education is a challenge.

## **Community Speed Watch**

Speeding remains a key community concern, particularly in rural villages and the Community Speed Watch (CSW) programme encourages motorists to drive at a safe and appropriate speed, reduce speed in areas of concern, helping to re-educate drivers about the dangers of speeding and address concerns from local residents about vehicles speeding through their neighbourhood.



A bid to the Road Safety Fund was approved with funding of £20,000 provided to purchase six new speed monitoring devices for use by local CSW's in North Warwickshire. At specified safe locations, volunteers monitor the speed of passing vehicles with a hand-held speed detection device. Offending vehicles' details are recorded on a log sheet and warning letters are sent to the registered keepers with advice on safer driving. Schemes are evaluated to ensure they are having a positive impact on vehicle speed, driver behaviour and community reassurance. There are a number of criteria which

must be met before a scheme will be established: -

- Speeding must have been identified as a community priority
- Active speed enforcement operations must not already be underway in the area by Warwickshire Police
- There must be at least six volunteers in each CSW scheme
- Speed checks must be conducted by at least three volunteers
- The area must have a 30 or 40 mph speed restriction.

Any vehicles found to be exceeding the speed limit are referred to Warwickshire Police and receive a letter with the aim of educating drivers to reduce their speeds. However, in cases where education is ignored and there is evidence of repeat or excessive offences, even across county borders, enforcement and prosecution follow.

I'm extremely pleased to report that the Community Speed Watch scheme is relaunching on the 17<sup>th</sup> August 2020 as part of a phased reintroduction in the county. I would encourage anyone who is concerned about speeding in their community to consider signing up as a CSW volunteer. As well as helping Warwickshire Police and partners to raise awareness of speeding, the visible presence of CSW helps to reduce the speed of vehicles to the speed limit, improving the quality of life for local communities and most importantly helping to reduce death and injury on our roads. This is something I am keen to support.

If you are interested in forming a CSW group in your area, please contact your local Safer Neighbourhood Team (SNT). The details of your local SNT can be found by visiting [www.warwickshire.police.uk](http://www.warwickshire.police.uk) and entering your location.

## **Community Speed Watch**

For more information about CSW please visit:

<https://www.communityspeedwatch.org>



### **Commercial Vehicle Unit**

Anyone who is a regular driver on our motorways and trunk roads will sadly have seen many examples of poor and dangerous driving, including from those who are supposed to be ‘professional’ drivers. There is often a perception that nothing is done about these types of dangerous motorists, so I have been determined to fund initiatives that will really make a difference. I’m pleased to report that one such initiative has had an immediate impact.

Warwickshire Police’s new Commercial Vehicle Unit (CVU), set up this year with the help of my Road Safety Fund, has got off a flying start. During a recent five day period alone, the unit detected 136 driver offences on the county’s motorway network.

Police officers in the CVU work with partners such as Highways England, the Health and Safety Executive and the Driver and Vehicle Standards Agency to help improve public safety by targeting commercial vehicles and hauliers that could pose serious danger to other road users in Warwickshire through education and enforcement.

The CVU took part in Operation Tramline in early January, using a specially-adapted HGV ‘super-cab’ owned by Highways England to observe driver behaviours in all vehicles and deal with any offences. The ‘super-cab’ allows our officers

to film evidence of unsafe driving behaviour by pulling up alongside vehicles. Anyone that needs to be spoken with is then pulled over by following police vehicles.

I am really pleased to see this partnership working with Highways England, who have been very supportive of the agenda I have been establishing here in Warwickshire to make our roads safer. Of course, the ambition has to be to reduce the numbers of people who drive in a poor or dangerous way, so I hope the fact that the additional police patrols that are being conducted by the CVU really highlight the message that such driving will not be tolerated here in Warwickshire.



The success achieved by the CVU has subsequently received a national award from Highways England in recognition of the dedication of officers in achieving ‘Top performing force’ in the country for Operation Tramline in 2019.

## **Bike Safe**



Motorcycle riders in Warwickshire now have the opportunity to experience a professional police-observed ride, thanks to a new road safety scheme. Bike Safe is a national police-run motorcycle initiative which aims to improve riding and reduce the risk of motorcyclists being involved in a collision, as well as raising awareness of the importance of progressing on to accredited post-test training. Workshops cost £50 and cover areas including: rider attitude, collision causation, cornering, positioning, overtaking, observation, braking, hazard perception and use of gears. Courses take place with Warwickshire Police motorcycle riders across the summer at Leek Wootton.

Sadly, statistics show that motorcycle riders are disproportionately likely to be killed or seriously injured in a collision on our roads, so I am pleased that Bike Safe is now available here in Warwickshire to help equip riders with the skills and experience they need to ride safely and reduce their vulnerability. It's a great scheme and I would encourage all bikers to sign up for a course and then go on to take further training in the future. Reducing the numbers of casualties on our roads is one of my main priorities for the year ahead. I hope that Bike Safe, together with other schemes I will be funding across a broad range of road users, will help to encourage people to modify their behaviour and reduce risk-taking, so that our roads can provide a safe and enjoyable experience for all.

### **Bike Safe**

For more information please visit: -

[www.bikesafe.co.uk](http://www.bikesafe.co.uk) and search for Warwickshire Police.



### **Operation Snap**

A pioneering initiative 'Operation Snap' has been rolled out by Warwickshire Police to improve road safety by helping motorists to report traffic offences and incidents of dangerous driving, through providing them with the opportunity to use their own digital footage from dash-cams and other devices and submit it directly to Warwickshire Police for enforcement action.

Whilst results from this operation are awaited, I nonetheless very much welcome any initiative that supports the police in being able to tackle dangerous and unlawful driving. I will be looking closely to see how it can support the police and improve the evidence available to take action against motorists who flout the rules of the road and who are a danger to both themselves and others.

### **Operation Snap**

For more information please visit: -

<https://www.warwickshire.police.uk/operationsnap>

## DOMESTIC ABUSE

The management and investigation of domestic abuse (DA) is complex and Warwickshire Police has established a range of governance arrangements to provide increased visibility and oversight to address these matters and this has in turn driven a number of tactical and operational initiatives. The totality of all this endeavour is that DA performance is showing improvement. There is still much to be done to embed these practices into the organisation and for them to gain traction, but the 'direction of travel' is forward and positive. The continuing commitment of the Chief Constable and myself will further improve this position to enable the objectives of the Police and Crime Plan to be achieved.

### PCC Funded Victim Programmes

- Domestic Violence and Abuse Support Service

The provision of effective domestic violence and abuse services is central to the delivery of Warwickshire's Violence against Women and Girls (VAWG) Strategy to provide confidential, non-judgemental and independent support to all victim-survivors of domestic violence and abuse in Warwickshire.

With Warwickshire County Council I jointly commission the Domestic Violence and Abuse Support Service, including the provision of Independent Domestic Violence Advisors (IDVA), Outreach Workers and Helpline. It also incorporates managing the Identification and Referral to Improve Safety (IRIS) service, a general practice-based domestic violence and abuse (DVA) training support and referral programme.

The contract also includes the co-ordination and management of the MARAC process (a victim focused information sharing and risk management meeting attended by all key agencies) along with the Warwickshire Domestic Violence and Abuse Supported Accommodation Service.

### PCC Funded Perpetrator Programmes

I fund two perpetrator programmes that are specifically operating in Warwickshire: -

- Domestic Abuse Counselling Services

These services (provided by Insight, a counselling, coaching and support service) were funded in 2019/2020 to provide a programme for perpetrators in Nuneaton and Bedworth, North Warwickshire, Rugby and Stratford District. The programme is voluntary and seeks to reduce risk of abuse to victims by providing a free service, removing the financial block to therapeutic intervention. The outcome will be a reduction of risk of repeat victimisation to victims of domestic abuse thus creating a safer family environment.

- Family Intervention Counselling Service

This project is funded to provide a change programme for perpetrators in the Warwick District. The set tasks include addressing issues around power and control, identifying abusive behaviour, determining alternative cognitive and behavioural options, improving social networks, building empathy and understanding the impact of domestic abuse on children.

## VIOLENCE AGAINST WOMEN AND GIRLS

Every year in the UK 3 million women experience rape, domestic violence, forced marriage and so-called 'honour' crimes, female genital mutilation, stalking, trafficking and sexual exploitation. Such violence is a major cause of death and disability and is linked to other issues such as poor health, child poverty, social exclusion and economic and educational disadvantage. Over the last few years significant progress has been made in improving our services for those who experience gender-based violence, particularly domestic and sexual violence.

The Warwickshire Violence Against Women and Girls Board is the strategic body orchestrating activity in this critical area, at which I am represented by the OPCC, and underpinned by the Warwickshire VAWG Strategy 2015 - 2018. The strategy has the following four key objectives: -

- **Prevention** - Preventing violence against women and girls from happening by challenging the attitudes and behaviour which foster it and intervening early where possible to prevent it.
- **Provision** - Providing high quality, joined-up support for victims where violence does occur.
- **Protection** - Taking action to reduce the risk to women and girls who are victims of violence and ensuring that perpetrators are brought to justice and provided with opportunities for change in a way that maximises safety.
- **Partnership** - Working in partnership to obtain the best outcome for victims and their families.

## BEHAVIOURAL CHANGE PROGRAMMES

- Sycamore Counselling

This initiative provides an anger awareness programme to support people from Nuneaton, Bedworth, North Warwickshire and Rugby who are struggling with anger issues that can lead to increased safeguarding risks for children and young people. It also seeks to address anti-social behaviour and reduce re-offending and custodial sentences.

- Family Intervention Counselling Service

The Safer Families Project is a psycho-educational programme from a therapeutic change perspective. It is aimed at young people who are being abusive, violent or exhibiting self-destructive behaviour; such as violence towards parents, siblings or pets, school refusal, running away and self-harming

## CHILD SEXUAL EXPLOITATION

I have made tackling Child Sexual Exploitation (CSE) a key feature in my Police and Crime Plan and the OPCC has been working for the past year to secure further enhanced services for victims, by directly commissioning support services on a multi-year basis. I'm delighted that Barnardo's in a joint bid with RoSA were successful in being awarded the contract and so the good work that has gone on to date will be able to progress and continue apace during the years ahead.

Warwickshire Police, Barnardo's, RoSA and Warwickshire County Council form the multi-agency team in Warwickshire co-located in accordance with the recognised best practice model at the Leamington Justice Centre. This approach of integrated working has vastly enhanced the flow of information and intelligence between the agencies, enabling early identification and prevention of CSE together with support for the children and their families.

## Child Sexual Exploitation

Anyone with concerns about a child, location or situation should call police on 101.

Warwickshire Multi Agency Sexual Exploitation Team helpline on 01926 684 490.

If you're worried about the way someone is treating you, or someone else and

**'Something's Not Right'** call or text the free and anonymous helpline on 116 000.

For more information on how to recognise the signs of exploitation, spot when something's not right and where to get help visit: - [www.warwickshirecse.co.uk](http://www.warwickshirecse.co.uk)



## SUBSTANCE ABUSE

Drugs and alcohol remain a significant contributory factor in many types of crime and anti-social behaviour, so it is important that those who are struggling with substance misuse are given help and support through early intervention to enable them to have a sustained recovery. This in turn helps to reduce re-offending and enables those who may otherwise have embarked on a life of crime to have a more fulfilling and positive life.

The national charity Change, Grow Live (CGL) has been commissioned to deliver enhanced drug and alcohol support to those over the age of 18 who are in contact with the criminal justice system in Warwickshire. Co-located with the police Integrated Offender Management teams in Leamington and Nuneaton, CGL work with probation services and the courts to support people into drug treatment. Services provided include assessment, care planning, outreach and assertive engagement to keep people committed to the treatment process.

Meanwhile, Compass have based dedicated workers at the Justice Centres in Nuneaton and Leamington to provide services to young people already in the criminal justice system, as well as educational and outreach workers to raise young people's awareness more generally of the consequences of substance misuse.

## HATE CRIME

### Reporting

The effects of hate crime on an individual and their family members can be devastating and everyone has a part to play in challenging unacceptable behaviour, but together as a community we can drive home the message that hate crime will not be tolerated in Warwickshire.

Warwickshire Police is fully committed to ensuring all victims have the confidence to come forward and report any such incidents or crimes. Levels of hate crime reporting are continuously monitored and the Integrated Victim Management Unit (IVMU), working closely in collaboration with Victim Support, aims to provide an enhanced level of service to those victims. The OPCC continues to carefully scrutinise these performance metrics and holds the force to account.

### Hate Crime

Anyone who has experienced hate crime or wants more information should visit: -

**[www.reportthatenow.com](http://www.reportthatenow.com)**

The site provides customised support for victims and witnesses to ensure that they get the help they need more effectively and offers direct links to report hate crime incidents to the police.





## **Warwickshire Pride**

In August 2019 I attended the Warwickshire Pride festival at Leamington Spa's Pump Room Gardens, which is an annual event designed to bring together the LGBTQ+ (lesbian, gay, bisexual, transgender, and questioning) community from across the county in a celebration of diversity. The year was the 50th anniversary of the Stonewall Riots in New York that gave birth to the Pride movement. It's also 30 years since the foundation of Stonewall here in the UK, which has gone on to become the biggest LGBTQ+ rights charity in Europe. This illustrates the tremendous progress which has been achieved, thanks to tireless efforts of many campaigners and the numerous Pride events that now take place across the country.

Overall, I believe that we are now a more accepting, more respectful and a more loving society when it comes to questions of sexual orientation and gender identity. But there is still much to do and you only have to look at some of the appalling comments that the Warwickshire Pride organisers have faced on social media recently to know that the work of challenging prejudice and intolerance is as important as ever. These issues are rightly being looked into by

the police and it is extremely important to speak out and challenge such behaviour whenever it occurs.

As your elected Police and Crime Commissioner, I work hard to ensure that everyone living, working or visiting Warwickshire feels safe, supported and is accepted for who they are, with access to equal opportunities. I want to make it clear that there is no place in Warwickshire for discrimination based on gender identification, sexual orientation or indeed any other grounds.

As the PCC I take a strong stance against hate crime and I work hard to promote respectful behaviour and celebrate difference and diversity. That's why I was delighted to provide funding to Warwickshire Pride to help them continue their important work, as well as other initiatives in the county which are designed to create a safer society for all.

I'm extremely pleased that Warwickshire Pride will continue to take place in 2020 and will go 'virtual' for the first time in its history due to the Covid-19 restrictions. It is a great opportunity to promote equality, diversity and inclusion across the county.

## MENTAL HEALTH

In September 2019 the Mental Health Triage scheme came into operation in the north of the county. The scheme is a collaborative working partnership between Police and Mental Health Services, providing an emergency response to incidents where there are concerns for mental wellbeing of an individual or where there is a mental health crisis in existence in community settings. The aim is to provide better safeguarding and in turn reduce the demand on the police service and NHS.

The scheme has been initiated through a partnership between the OPCC, Warwickshire Police, Coventry and Warwickshire Partnership Trust and the three Clinical Commissioning Groups that cover the county. It involves a police officer with enhanced mental health training working alongside a mental health practitioner and includes both advice and guidance as well as face to face deployment when necessary.

The scheme has shown some impressive results in reducing repeat service calls to a number of individuals resistant to normal support methods, as well as improving relationships with partner agencies in this field and gaining a better level of cohesion and cooperation.

The success has led to the initiative being extended for another 12 months until the end of March 2021 and there is a planned expansion to replicate the model in the south of the county. Future plans also include partnership working to develop suicide prevention initiatives, including working with Kaleidoscope who are a charity commissioned by Public Health England to support families and friends affected by suicide.

# PREVENTING AND REDUCING CRIME

In Warwickshire we are fortunate to live in a safe part of the world, but I want to build upon that platform to make the county 'A safer and more secure place'. To achieve this vision, it's vitally important that the Warwickshire police work with both partners and the community to prevent and reduce crime and disorder, a key objective of my Police and Crime Plan.



## Key Achievements 2019/20

### SUBSTANCE MISUSE

#### Commissioned Services

My Police and Crime Plan clearly outlines the need to address the underlying causes of offending behaviours rather than relying on enforcement alone. One of the key contributors to offending is substance misuse and as such I have committed to providing funding to address this problem in Warwickshire through commissioning services through the following two aforementioned organisations: -



1. Change Grow Live (CGL) - Adult Substance Misuse Services for Criminal Justice (CJ) Service Users. To address drug and alcohol misuse in relation to adult offenders, focusing on intervention and sustained recovery to reduce the risk of re-offending.
2. Compass - Children and Young People Substance Misuse Services for CJ Service Users. To support, engage and intervene early

to prevent higher risk young people causing or suffering from crime and anti-social behaviour in Warwickshire.

I am extremely proud of this considerable achievement as through commissioning services directly I will be able to maximise available funding and ensure good quality accessible services for Warwickshire residents.

#### Youth Justice Service



A further £40,000 was awarded to the Warwickshire Youth Justice Service (WYJS) to contribute towards engaging, educating and diverting young people away from crime through targeted substance misuse services.

The Youth Justice Service (YJS) is a statutory partnership between Warwickshire County Council, Warwickshire Police, the National Probation Service and Health. The service works with children who have offended, or are at risk of offending, their parents and families, and the victims of the crimes committed, in order to prevent crime and anti-social behaviour and to reduce reoffending.

There has been a real push in recent years to ensure that children and young people are diverted away

from crime, so it's really encouraging to see the latest performance figures in which Warwickshire is leading the way both regionally and nationally. It's a credit to the hard work that has been put in by Youth Offending Teams across the county and all of the partners involved with the Warwickshire Youth

Justice Service (YJS) and shows that the approach being taken in Warwickshire is having real success. This is good news for all residents in Warwickshire, as the positive work of the YJS is helping to deliver a safer community for people of all ages.

### **Grant Funded Projects**

While the commissioned and the YJS services directly target substance misuse, I also fund through my PCC Grant Scheme other projects that seek as part of their work to address similar issues. These include: -

- **Bradby Club:** In June 2019 I attended a special event to celebrate the 100th anniversary of the Bradby Club, which is one of the projects I support through my Grant Scheme and which serves to demonstrate the value of such organisations that do a great deal of good work that largely goes unrecognised.

The club was originally founded in the aftermath of World War One, which had left a generation of children without parental support and the charity continues to make a huge difference to the lives of young people in the borough.

Today, the Bradby Club offers a range of services and activities to support young people in their journey into adulthood. The organisation offer a Substance Misuse Service, providing advice to young people and aims to increase their awareness of the danger of some substances. The Bradby Club also work closely with Compass and provide referrals into their specialist services where appropriate.

- **The Dare2Dream Foundation:** Providing bespoke programmes to vulnerable children and young adults in partnership with schools and local authorities. Amongst the

topics delivered throughout the year were knife crime, substance misuse and raising aspirations.

- **Young People First:** Delivered by the Brunswick Youth Project in Leamington Spa to provide diversionary activities, informal education and pastoral care to young people.
- **Aspire in Arts:** Providing activities and one-on-one mentoring to young people with challenging circumstances in Nuneaton and Bedworth. As part of this mentoring scheme some of these young people are identified as having substance misuse issues and may be referred on to Compass for specialist support.
- **Rugby Street Pastors:** Providing patrols in Rugby every Friday and Saturday night to support and engage with people in the night time economy. In the course of this work, the Street Pastors encounter individuals who are affected by substance misuse, administering first aid, providing physical support and referring them to a specialist substance misuse provider.
- **Community Safety Partnerships:** I also provide funding to each of the four Community Safety Partnerships (CSPs) in Warwickshire, who set their own strategic plans based on the priorities in their area and deliver projects accordingly. These priorities may include addressing substance misuse.

## SERIOUS AND ORGANISED CRIME JOINT ACTION GROUP

Serious and organised crime continues to blight our communities and the OPCC is playing a guiding role in the fightback through its co-ordination of the county's Serious and Organised Crime Joint Action Group (SOCJAG). This group was established with partners to bring together the police and a range of agencies from across the public sector to reduce the impact that serious and organised crime has on the community, business and the wider economy, while ensuring that the full range of powers are brought to bear on those responsible. The group shares information and intelligence on any serious and organised crime activity in the area across a range of offences and takes steps to work together to address the significant threat and risk of harm that this criminality brings.

One key aspect of the work of the SOCJAG has been to tackle the so-called 'county-lines' criminals, who operate predominately out of the big cities and seek to supply rural counties like ours with drugs. County-lines is responsible for a significant proportion of the drug dealing in Warwickshire and requires co-ordinated action to tackle it effectively.

The organised crime gangs involved in this criminality often exploit children and vulnerable adults to move drugs and money when they move into a rural or suburban area for a short time, taking over the home of a vulnerable person to set up a base. Many of those taken advantage of by these gangs have been forced to carry out criminal activity by threats, grooming and extortion and can be described as modern day slaves.

## RURAL CRIME

### Rural Crime Team

The county of Warwickshire has a diverse mix of communities, covering both rural and urban areas. The challenge for the police has always been to deliver a consistent policing service across all areas in the face of the high demands that are

brought about by the more densely populated urban areas. It was for this reason that in October 2019 I was delighted to announce the launch of the first Warwickshire Rural Crime Team (RCT) dedicated to reducing rural crime across the county.





Whilst the force's Safer Neighbourhood Teams will continue to be the predominant face of policing to communities, a dedicated Warwickshire RCT has been created specifically to focus on these matters. The team presently consist of a police inspector, a sergeant and four constables, complemented by the Rural Crime Coordinators and Advisor who I fund through 'in principal' grants.

One of the main challenges is in defining 'rural crime'. The definition that is commonly used by police forces is: - *'Any crime or antisocial behaviour that takes place in a rural location.* Given such a broad definition of rural crime, the RCT will prioritise its activity on the offence types that cause significant harm to rural communities, businesses and the farming community.



The support of the public is a critical factor in the success of tackling rural criminality. Making rural communities even safer places to live, work and visit relies on engagement, partnership working and the confidence of local people to report suspicious activity. The creation of the RCT is something I have championed and I am delighted to see it already making a difference across our rural communities.

## Learning and Development

I have also funded through my Rural Crime Project a series of training days to include subjects such as heritage crime, wildlife crime, livestock and agricultural vehicles. As well as experts in their respective fields from a number of organisations training the officers, there was also an input from a local farmer, the National Farmers Union and a gamekeeper. Hands-on training with livestock and a range of vehicles was also provided throughout the day



As well as local officers and Police Community Support Officers, a representative from each of the regional police forces were invited to attend, to help boost knowledge and co-operation on cross-border rural crime. We've organised a number of these training days and the feedback I get is that it is valued both by officers and the partner organisations such as the NFU who help to make it possible. I'm pleased to see more officers undergoing the training, including from our neighbouring forces.

These initiatives are part of my commitment to ensure that the public receives a high quality service from the police wherever they live or work in Warwickshire. I hope it also helps reinforce the message to criminals that our county should not be seen as easy pickings, especially in our rural areas

We've also been able to improve the way in which the force tackles rural crime. All Warwickshire Patrol and Safer Neighbourhoods officers now have access to an innovative app that I have funded. It provides them easy access to advice and guidance on a wide range of information relating to rural crime.



### **Supported Village Status**

One of the successful elements of the Rural Crime Project has been the Supported Villages scheme, which sees the Rural Crime Team work with the local Safer Neighbourhood Teams, parish councils and local communities to improve crime prevention measures and boost security in rural villages across the county.

The aim of the scheme is to demonstrate and advertise that a village community is not a soft target for rural crime, with households and



community buildings being offered advice on how to protect themselves against crime and then given a local 'toolbox' to help continue this work into the future.

### **Rural Crime**

For further information about initiatives tackling rural crime visit: - [www.facebook.com/WarwickshireRuralCrimeTeam/](https://www.facebook.com/WarwickshireRuralCrimeTeam/)

[www.warwickshireruralwatch.co.uk](http://www.warwickshireruralwatch.co.uk)

[www.warwickshire-horsewatch.co.uk](http://www.warwickshire-horsewatch.co.uk)

Twitter @ruralcrimecop

## **UNAUTHORISED ENCAMPMENTS**

The Gypsy, Roma and Traveller (GRT) communities are part of our social fabric and this work is important to develop, promote and achieve peaceful coexistence. The issue of unauthorised encampments has been significant in Warwickshire but is not unique as most local authority areas are experiencing the same challenges, as dealing with such encampments is testing and resource intensive. Lack of tolerance and lack of knowledge of key issues in relation to the community makes for a very demanding and at times hostile environment. Inadequate land availability to put in place short to medium term temporary stopping measures further exacerbates this difficult and emotive problem.

Over the last few years I have put time, effort and resource into developing the Warwickshire Unauthorised Encampment Protocol that has successfully brought consistency and joined up agency working in Warwickshire. As a result, the response to such encampments has become far more constructive, efficient and effective. The appointment of a full time police GRT liaison officer has also meant the synergy between the OPCC, Warwickshire Police and the county council and local district and borough councils has been improved.

## CYBERCRIME

The Crime Survey for England and Wales (CSEW) provides a better indication of the volume of computer misuse offences experienced by the adult population as it captures incidents that go unreported to the police. In the year ending March 2020, CSEW-estimated computer misuse offences did not change from the previous year remaining at around 900,000 offences for England and Wales.

At the national level, improvements by Action Fraud (the public-facing national fraud and cybercrime reporting centre) to both their online reporting tool and internal and case review processes have resulted in some computer misuse offences now being more accurately classified as fraud offences.

### **Cybercrime Advisors**

Increasing awareness of cyber-crime is important given the number of offences that go unreported. To achieve this aim I fund through 'in-principal' grants the county's two Cyber Crime Advisors, Joseph Patterson and Abbey Baker, who are located within the Warwickshire County Council and work with Warwickshire's communities and businesses to provide the latest advice and guidance on keeping cyber safe. They also maintain the Cyber Safe Warwickshire website, which is a really useful resource on the latest threats, alongside information on the best ways to stay safe online and how you can report cyber-crime.

### **Cyber Safe Warwickshire**

For further information visit: -  
[www.cybersafewarwickshire.com](http://www.cybersafewarwickshire.com)

For the latest advice follow Joe and Abbey on Twitter: - [@CyberSafeWarks](https://twitter.com/CyberSafeWarks)

### **Trading Standards**

I also fund through 'in-principal' grants two Trading Standards officers who are likewise located with Warwickshire County Council and are also engaged in a range of on-line activities including: -

1. Investigating and prosecuting businesses operating online illegally
2. Delivery of cybercrime education to Warwickshire's schools through the 'Talking Shop' platform
3. Delivery of Trading Standards 'Scam Alerts' to Warwickshire consumers and businesses
4. Website compliance inspections
5. Disrupt the supply of dangerous goods into Warwickshire through market surveillance and intelligence gathering at the postal hub.

In September 2019 I spoke at the Business & Cyber Crime Update organised by the Coventry & Warwickshire Chamber of Commerce. This free event was aimed at businesses who want to gain a greater understanding of the threats posed by cyber security at which I provided an insight into the latest business crime figures and an update on the types of crime businesses are experiencing in the region, together with the work of the Business Crime Team in Warwickshire.

## BUSINESS CRIME



### **Association of Convenience Stores (ACS).**

In June 2019 I met with representatives from the Association of Convenience Stores (ACS). This organisation is the voice of over 33,500 local shops, supporting its members through lobbying, advice and networking opportunities and this meeting was the opportunity for me to find out more about their work and for me to update them on what is being done in Warwickshire to address the issue.

We were joined by the OPCC's Development and Policy Lead Debbie Mullis and the Business Crime Advisor Bogdan Firona whose post I fund and who is collocated with Warwickshire County Council. I was able to outline the work he carries out to support ACS members, through the Warwickshire Business Watch website, crime prevention visits and through partner agencies.

The nature of crime against convenience stores has changed significantly in recent years, with an increase in organised crime groups stealing ATMs, using violence to threaten staff in to handing over cash, alcohol and tobacco, and larger scale thefts. It is clear a police and partnership approach is required to tackle these underlying problems.

I was able to reiterate my commitment to tackling business crime, whether it occurs in urban or more rural parts of our county. The ACS was impressed with the range of initiatives that take place in

the county around business crime, including the Warwickshire Retail Crime Initiative, local Business Improvement Districts and Community Safety Partnerships. We also discussed the police's problem solving approach and the work that I have commissioned around drugs and alcohol support services and victims.

### **Rugby First**

In November 2019 Rugby's retail radio network expanded with a new repeat transmitter to extend the coverage and give greater capacity for the future, thanks to funding through my grants scheme. Rugby First has been working closely with Bogdan Firona to secure the PCC grant award of £1,000, which has allowed the organisation to purchase the new network repeater which will allow capacity to provide further radio handsets for distribution to businesses within the Business Improvement District (BID). It means the network can cover the daytime and night-time economies more effectively, boosting its effectiveness.

### **Warwickshire Business Watch**

For further information visit: -  
[www.warwickshirebusinesswatch.co.uk](http://www.warwickshirebusinesswatch.co.uk)

For the latest advice follow Bogdan on Twitter: -  
<https://twitter.com/WarksBusiness>



## NEIGHBOURHOOD WATCH

I share the following views of Chief Constable Martin Jelley on the value of Neighbourhood Watch schemes, *"I have always been a great admirer and supporter of Neighbourhood Watch and the role it has within our communities, particularly in relation to crime prevention and public reassurance, cannot be underestimated. As one of our key partners in reducing crime, Neighbourhood Watch schemes across Warwickshire work tirelessly for the benefit of the local community to ensure that people are safe from crime and enjoy a good quality of life in their local area and I want to build on the excellent work that has been seen in Warwickshire over many years. The partnership between the police and the public is key to the success that we have enjoyed and I am committed to protecting all of our communities with your continued help and support going forward. Can I thank each and every volunteer, who gives up their own time to assist in making their particular community a safe place in which to live."*

Warwickshire has a great many dedicated volunteers helping to make Neighbourhood Watch

schemes a success and I'm keen to encourage the development of new schemes and the use of new technology to help enable people to easily share information. I was therefore pleased to fund a number of local watches through my Commissioner's Grant Scheme. The work that these groups do is invaluable, so it was an easy decision to support them with funding when their applications were received. In total, I have provided just over £5000 for Rugby Borough, North Warwickshire and Nuneaton North East Neighbourhood Watch Associations.

### Neighbourhood Watch

If you need any help or support, please email: [WarksNW@gmail.com](mailto:WarksNW@gmail.com)

Main Facebook Page: <https://www.facebook.com/WarksNHW>

You can follow us on Twitter: <https://twitter.com/WarwickshireNW>

<http://warwickshirenwa.ourwatch.org.uk/>

# VULNERABILITY AND SAFEGUARDING

**As the Police and Crime Commissioner for Warwickshire it is my responsibility to hold the Chief Constable to account for the exercise of his duties in relation to the safeguarding of children and the promotion of child welfare. Furthermore I must ensure that everything I do, or is done by others on my behalf, ensures the safeguarding of children and vulnerable adults.**

## Fulfilment of Duties 2019/20

As expanded upon in this report, much has been done by the OPCC to protect and support the most vulnerable in society, including the safeguarding of children and young persons. I am pleased with the progress and improvements being made by Warwickshire Police and partner agencies to provide even greater protection in the year ahead and am proud of what has collectively been achieved throughout the past year in this critical area of work, namely: -

- Equality Impact Assessed (EIA) my Police and Crime Plan, which covers children's issues by way of 'age' characteristics.
- Arranged for safeguarding training for key OPCC staff.
- Commissioning of services in specific areas of vulnerability.
- Grant funded services and initiatives in a number of areas of specific vulnerability.
- Ensured that all the support services I have funded through my grant scheme or commissioning have clear policies and procedures in place to safeguard and promote the welfare of children.
- Held the Chief Constable to account on the force response to domestic abuse, along with other areas of vulnerability.
- I Employ an OPCC Development and Policy Officer with the portfolio for Vulnerability and Health.
- Appointment by Warwickshire Police of a dedicated strategic lead (Detective Superintendent) for Vulnerability & Safeguarding.

# PARTNERSHIPS & COLLABORATION

**Crime and disorder and the harms they cause cannot be successfully addressed by the police alone. It is for this reason I have a statutory duty to bring together community safety partners and criminal justice partners to ensure local priorities are joined up. I am of the firm belief that strong and effective partnerships and collaboration are fundamental to delivering 'A safer, more secure Warwickshire'.**

## Key Achievements 2019/20

### ALLIANCE

Whilst I was disappointed with the decision by West Mercia to terminate the strategic alliance with Warwickshire Police and the manner in which it was done, I am nonetheless optimistic about the sustained future of Warwickshire Police and the force's continuing capacity and capability to provide an effective and efficient police service for the communities' that it serves.

My focus is now on the present, with an eye on the future, in developing the exciting new collaborations and opportunities that exist in order to further improve the force's performance and support the objectives and ambition of my Police and Crime Plan.

### ASSOCIATION OF POLICE AND CRIME COMMISSIONERS

The Association of Police and Crime Commissioners (APCC), of which I am a member, helps PCCs make the most of their ability to influence at a national level and deliver on their manifesto promises. By sharing best practice and identifying opportunities to work together, or paying for services jointly, the association assists PCCs to be more efficient and effective.



### SAFER WARWICKSHIRE PARTNERSHIP BOARD

I work closely with the Safer Warwickshire Partnership Board and the aim of this partnership is to reduce crime and disorder and promote safety in Warwickshire by providing support, advice and leadership to our partners and communities. The agencies involved include Warwickshire County Council, Warwickshire Police, Warwickshire Fire & Rescue Service, National Probation Service, Community Rehabilitation Company, and North Warwickshire Borough Council, Nuneaton & Bedworth Borough Council, Rugby Borough Council, Stratford District Council, Warwick District Council, health partners and voluntary sector organisations.

The partners are signatories to the Warwickshire Community Safety Agreement 2017 - 2021 and the vision of 'Working together to prevent harm and protect the most vulnerable'. This agreement is aligned to my Police and Crime Plan in terms of both the priorities and timescales. Individually and collectively we are committed to working together to reduce crime and maintain quality of life for people who live, work and visit Warwickshire.

At a local level we also work with the four Community Safety Partnerships in Warwickshire which are multi-agency partnerships based in North Warwickshire, Nuneaton and Bedworth, Rugby and South Warwickshire. Also, with the Warwickshire Youth Justice Service, Drug and Alcohol Action Team and Warwickshire Against Domestic Abuse.

## **LOCAL CRIMINAL JUSTICE BOARD (LCJB)**

As the Warwickshire PCC I have the responsibility to secure an effective and efficient criminal justice system for Warwickshire. One of my key mechanisms for achieving this is the LCJB as it brings together all of the constituent agencies involved in the administration of justice locally. I have strong representation on the board through my Chief Executive, who is the Deputy Chair and I work closely with the partner agencies in setting the LCJB priorities and progressing the associated delivery plan.

## **PLACE PARTNERSHIP**

As the PCC I have responsibility for Warwickshire Police's estate as the 'Corporate Landlord'. The public sector has a large portfolio of property and there is the potential for efficiency savings to be made by maximising the delivery of estates services through co-located joint working.

To realise these benefits, a commercial company Place Partnership has been founded to manage the property portfolios of six public sector authorities, including those of Warwickshire Police. This company is a private enterprise that is wholly owned by its public sector shareholder and I continue to monitor and influence the effectiveness of this arrangement.

# REGIONAL & NATIONAL POLICING

**The West Midlands policing region comprises the four forces of Warwickshire Police, West Mercia Police, West Midlands Police and Staffordshire Police. While each force has its own Police and Crime Plan and local priorities, there are areas of operation which benefit greatly through joint working to provide effective and efficient policing. This collaboration also contributes towards the national and international policing capabilities.**

## Key Achievements 2019/20

### REGIONAL GOVERNANCE GROUP

The Regional Governance Group (RGG) consists of the four PCCs of the region together with their respective Chief Constables and meets quarterly. The RGG provides key governance and oversight of regional collaborations and enables collective strategic decisions to be made. The meetings have significantly developed to also allow for increased oversight of national programmes that may have local and regional implications. Despite offices moving to remote working during the Covid-19 pandemic, meetings have continued to take place virtually with a focus in the early weeks on the impact of the emergency on our regional policing capabilities.

### REGIONAL COLLABORATION

The regional agenda has continued to strengthen and grow in importance over the last year. This work is facilitated by two Regional Policy Officers, jointly funded by the four Police and Crime Commissioners of the region. They provide scrutiny on the performance of the Regional Organised Crime Unit (ROCU), National Police Air Service (NPAS), Counter Terrorism Unit (CTU), regional roads policing, regional criminal justice activity, together with oversight of key national programmes that impact on our policing region.

### STRATEGIC POLICING REQUIREMENT

The Strategic Policing Requirement (SPR) identifies the significant national threats for policing and the national capability that the police forces in England and Wales must contribute to in order to mitigate these threats, namely: -

- Terrorism
- Serious and Organised Crime
- Cyber Crime
- Threats to Public Order
- Civil Emergencies
- Child Sexual Exploitation.

It is the duty of the Chief Constable, to ensure that the force has the necessary capacity and capability to respond to these threats at a local level and to also contribute and support the national requirement. Each force also has to ensure that officers and staff are trained and equipped so that they are able to work seamlessly with officers and staff from other forces.

### SPECIALIST CAPABILITIES PROGRAMME

The national Specialist Capabilities Programme (SCP) was commissioned by PCC's and Chief Constables in 2015. This programme focused on a range of specialist capabilities, including surveillance, major investigations, armed policing and roads policing; in order to determine how these capabilities can be better coordinated and delivered

to improve the effectiveness of policing. A vision for the programme was co-created with a wide range of stakeholders, namely: -

*'To better protect the public, we will enhance our response to new and complex threats, developing our network and the way we deliver specialist capabilities by reinforcing and connecting policing locally, regionally, nationally and beyond'.*

The SCP was funded through the Police Transformation Fund (PTF) Programme, which ended in March 2020. Although a number of elements of the PTF programme received further funding for 2020/21, there was not a specific allocation for the Specialist Capabilities Programme and it therefore closed down at the end of March 2020.

Alternative routes for funding are being explored for the Transformation Toolkit, the Law Enforcement Capability Assessment (LECA) Framework and the performance data dashboards. The Regional Policy Officer will monitor developments and coordinate regional support for the PCCs on future Specialist Capabilities work.

## **REGIONAL ORGANISED CRIME UNIT**

The Regional Organised Crime Unit (ROCU) forms a critical part of the national policing network to protect the public from serious and organised crime. It provides a range of specialist policing capabilities to forces which help them to tackle serious and organised crime effectively. ROCUs investigate and disrupt organised crime groups (OCGs) operating across police force boundaries and also act as an important point of connection between individual police forces and the National Crime Agency (NCA).

The regional collaboration of the ROCU of the West Midlands policing region provides economies of scale, increased capacity and access to specialist capabilities, thereby enabling Warwickshire Police to better protect its communities from the threat of serious and organised crime. The ROCU has continued to develop over the past year with a substantial increase in resources and funding from

local forces. In February 2020, PCCs agreed to fund an uplift in the ROCU intelligence capability, enhancing the assessment and analysis of threat across the region.

The ROCU has been particularly beneficial in areas such as County-lines, providing a robust and coordinated regional response to the activity of drug dealers from urban metropolitan areas who use communities in the shire counties as a market for controlled drugs.

The Regional Policy Officers have been working closely with the unit to enhance the performance metrics available, with a combination of both qualitative and quantitative measures to enable the PCCs to influence service development. The RGG provides me and my regional counterparts with the opportunity to hold the ROCU to account in respect of both performance and finance to ensure and demonstrate value for money.

## **COUNTER TERRORISM AND DOMESTIC EXTREMISM**

Although Warwickshire is a relatively safe place to live and most crime types are continuing to reduce, we also live in a global community which means we are affected by trends and events that occur nationally and internationally. The national threat level is currently at SUBSTANTIAL, meaning that an attack is likely. Counter terrorism and domestic extremism therefore remain strategic priority areas for Warwickshire.

I continue to maintain oversight of the force's plans and structures that support local, regional and national action to counter these threats to our communities. In doing so, I scrutinise the force's performance at local briefings, whilst wider performance management of counter terrorism and domestic extremism is achieved through the RGG.

As part of this work the PCCs commissioned a Regional Policy Officer to undertake research into Counter Terrorism Local Profiles (CTLP). This research provided reassurance that CTLP's are

being used effectively in Warwickshire by the force and partner agencies. The OPCC engaged with community safety leads in Warwickshire County Council as part of this review to jointly scrutinise the CTPL process. This type of collaborative work is essential if we are to combat the threat of terrorism and domestic extremism in Warwickshire.

## **NATIONAL POLICE AIR SERVICE**

The National Police Air Service (NPAS) is a key element of policing in Warwickshire. As such, I have continued to actively contribute to debates about the future of aviation support. I will continue to do so as the service evolves in my role as stakeholder and co-commissioner of NPAS. My priority in the next 12 months is to ensure that the service continues to deliver value for money, whilst providing the best service to operational police officers in Warwickshire.

## **PRISONS**

In 2018 I co-commissioned with my regional PCC colleagues a comprehensive report into the issues of criminality in prisons, an issue that has the potential to affect all our communities regardless of where the prisons are located. The report, entitled 'Crime in Prisons. Throughout 2019/20, a Criminality in Prisons Taskforce has been operating, to help implement the recommendations that came out of the report. During 2020/21 we will be looking to evaluate what has been achieved as a result of the recommendations and what further work can be done in this area.

## **REGIONAL CRIMINAL JUSTICE**

The Regional Policy Officer has been coordinating a collaborative response to the issues facing the criminal justice system as a result of the Covid-19 pandemic; predominantly associated with backlog of court cases, video enabled justice and the impact on victims and witnesses. The bi-annual Regional Criminal Justice Collaboration Forum was moved to a monthly meeting and brings together criminal justice partners from across the system to identify ongoing and emerging issues within the region. I will continue to work with partners in 2020/21 to address ongoing concerns and help the recovery and rebuild of the criminal justice system.

# FINANCE

**Under the Police Reform and Social Responsibility Act 2011 I have a statutory duty to set the force budget and determine the policing precept. In properly exercising this responsibility it's essential that I achieve value for money and seek to drive out inefficiencies and maximise effectiveness wherever possible for 'A safer, more secure Warwickshire'.**

## Key Achievements 2019/20

The 2019/20 budget and the 'Medium Term Financial Plan' (MTFP), including the capital programme, covering the period up to 2021/22 was developed and approved in February 2019 to support the delivery of the objectives of the Police and Crime Plan 2016 – 2021. These are monitored closely during the course of the year, and regular meetings are held with the Chief Constable as part of my duty to 'hold him to account', to discuss financial performance and ensure that the force are driving value for money from their spending.

For 2019/20, I agreed a total net revenue budget for Warwickshire of £102.720m. Whilst over 97% of this budget is for operational policing in Warwickshire, this also includes a budget for the OPCC, including Commissioners grants and services of £2.665m. The total budget is funded mainly from central government grants and council tax, in addition to £1.285m from the budget reserve to meet the costs of ongoing programmes of work and one-off investments primarily in ICT. Given the challenges to transition from the strategic alliance during 2019/20, I also approved, as part of the budget, a further draw down from reserves, if required, of £3.450m to facilitate the smooth transition of services.

Almost £54m of Warwickshire's funding is from central government grants. These increased by 1.9% in real cash terms compared to 2018/19, but this was primarily due to an increase in the pensions grant to meet the higher costs of police pensions in 2019/20. The finance settlement also provided flexibility to increase council tax by up to £24 or 11.77% on a band D property. This increase, which

was approved as part of my budget for 2019/20, was used to finance the costs of additional police officers which were duly recruited by the Chief Constable to help address issues of demand across the force.

The outturn for 2019/20 was £106.351m, this represented an overspend against the approved budget of £3.605m, primarily due to the ongoing work and investment to enable services to transition from the strategic alliance. This overspend was financed by the approved provision within the 2019/20 budget for a transfer of £3.450m from reserves to meet any transitioning costs, and a further additional approval of £0.181m from reserves at year end.

The de-coupling of services and the transitioning process from the alliance is complex, due to the high levels of collaboration across both forces as part of the alliance. Despite this, some services successfully transitioned by October 2019, whilst others, due to their more complex nature were transitioned at the end of March 2020. Four service areas remain collaborated with West Mercia beyond April 2020 and are covered by new collaboration agreements and revised costing arrangements.

In March 2020, following long and protracted negotiations, I approved a total financial cost settlement agreement with West Mercia of £10.77m, in respect of their decision to terminate the alliance. This sum will help meet Warwickshire's costs to transition services, including investment in new technology and working arrangements and also provide greater financial resilience and financing

options for Warwickshire as a standalone force over the medium term. A high level summary of the outturn position between policing and the OPCC is shown below: -

<b>Area of spend – under / (over) spending</b>	<b>£m</b>
Policing	(3.770)
Office of the PCC	0.165
<b>Total net overspend in 2019/20</b>	<b>(3.605)</b>

Warwickshire’s reserve balances are healthy and stand at £20.999m at the end of the year (after allowing for the in-year transfers and the settlement agreement with West Mercia). They are an important part of the strategy to deliver my objectives, by helping to fund the continued investment to enable services to be transitioned from the alliance and be stood up either in Warwickshire or to develop new business collaborations, but always with a focus on efficiency, transformation and value for money. Reserves are also being used to minimise the effect of future budget reductions, by phasing their use over the life of the current Medium Term Financial Plan (MTFP), but also facilitating the achievement of our ‘good and balanced budget’ financial strategy.

The reserves strategy that includes the use of reserves and reserve balances is reviewed rigorously each year. Reserves must remain adequate against the risks we face, and this has been particularly relevant during the Coronavirus pandemic, which emerged in March 2020, where I have approved a new Covid-19 earmarked reserve of £0.500m to meet some, or all, of the costs of dealing with the pandemic should they not be reimbursed by central Government. This is to ensure that the force is able to deal with the challenges and that officers, staff and the public are kept safe during this time. This along with all other reserves is kept under constant review as part of the budgetary control process.

During 2019/20, I continued to work with a number of partners across Warwickshire, by offering financial support and assistance to a number of

local projects and initiatives to protect people from harm. In 2019/20 I have commissioned services and provided grant support of over £2.3m for victim services, prevention schemes and local grants which have helped all communities across Warwickshire and deliver the objectives of my Police and Crime Plan. The commissioning process undertaken by the OPCC for many key service areas including victims’ services involved extensive stakeholder engagement and an open competitive tendering process to ensure that those services are fit for purpose and provide value for money.

Whilst some capital investment was paused in 2019/20, this was to ensure that only investment that would benefit Warwickshire’s medium and long term objectives would be undertaken, given the changes that the ending of the alliance will bring and Warwickshire’s future state as a standalone force. Despite this review of our strategy, ongoing investment in our ICT systems has occurred in 2019/20, to streamline and update systems to ensure they are capable of transitioning from the alliance arrangements and meeting the needs for 21st century policing, including improvements to enable more effective contact with the public, mobile working equipment and the upgrade of data networks and ICT infrastructure to facilitate more effective policing.

I am continuing to drive value for money across all areas of policing. The financial and operational demands facing the force mean that it is more important than ever that we continue to review, challenge and improve our services to ensure we focus our resources on priority areas. Warwickshire helped to deliver over £35m of savings within the alliance which were removed from the base revenue budgets. Although the budget for Warwickshire post- alliance has been constructed and reviewed more fundamentally, the most recent Medium Term Financial Plan approved in February 2020 identifies further savings targets of £4.6m until 2022/23, which may need to increase given the uncertainty that the Covid crisis may bring to funding streams. However, I am confident that the work

the force is doing to transform policing and the new collaborations that it is entering into will ensure that services are fully evaluated to ensure they provide value for money and meet the challenges of both the present and the future.

In looking forward at the challenges ahead in 2020-21, I recognise that statistics on financial and non-financial performance can never truly reflect all the good work that policing does, for example community engagement, crime prevention, tackling rural crime, safeguarding victims and supporting the most vulnerable. When I hold the Chief Constable to account, I take all these issues into consideration, and this is again becoming increasingly important as we re-emerge from the Covid-19 crisis and as we rebuild our communities and ensure they remain safe. As part of this forward looking process, and on top of the normal provision of commissioned and grant funded services in 2020/21, I will be supporting communities in three key areas – through the launch of a Covid relief fund, securing £218k of additional funding from the Ministry of Justice to support work carried out to combat domestic and sexual abuse in Warwickshire, and bidding and being awarded a further £246k of funding to provide 4 additional Independent Sexual Violence Advisors for the next two years in Warwickshire to support victims and vulnerable people. Once the threat of Covid-19 has passed, there will inevitably need to be a business as usual approach, in terms of police and financial performance. Increased officers should see a substantial improvement in policing in all areas across the force and the challenge will be to set a sustainable budget and medium term financial plan for Warwickshire as a fully standalone force.

# GOVERNANCE

**Good governance, assurance, accountability and transparency are key tenets of holding public office. As the elected Police and Crime Commissioner I ensure that those principles are applicable to myself as well as the Chief Constable, who I hold to account on behalf of the public and communities of Warwickshire.**

## Key Achievements 2019/20

### Annual Governance Statement

The Annual Governance Statement 2019/20 reflects the governance framework established and delivered by the Warwickshire Police and the Police and Crime Commissioner (PCC) and his Office (OPCC). It also provides a review of compliance with that framework during the financial year. It is published alongside the accounts of the PCC.

I am responsible for ensuring that my business is conducted in accordance with the law and proper standards, and that public money is safeguarded, properly accounted for, and used economically, efficiently and effectively. In discharging this overall responsibility, I am responsible for putting in place proper arrangements for the governance of my Office's affairs and facilitating the exercise of its functions. This includes ensuring a sound system of internal control is maintained through the year and that arrangements are in place for the management of risk. A joint corporate governance framework also sets out how governance operates for both the Chief Constable and myself.

### Warwickshire Police and Crime Panel

It is vitally important that as the Police and Crime Commissioner my activities and performance are statutorily scrutinised and challenged in order to provide a 'check and balance' to the decisions that I make and the authority that my position holds.

This function is primarily performed by the Warwickshire Police and Crime Panel and it acts as a 'critical friend', providing both support and challenge. An important distinction is that the Panel is not responsible for holding to account either the

Chief Constable or Warwickshire Police, nor is it a replacement for the Police Authority.

In Warwickshire the Panel membership comprises of five Warwickshire County Councillors and one Councillor from each of the five Districts and Boroughs, together with two co-opted independent members. Over the last twelve months the Panel has met six times and performs its important function by: -

- Reviewing my Police and Crime Plan to ensure local priorities have been considered
- Consider my annual report that sets out my key activities in the previous year
- Scrutinising my decisions and actions
- Considering the draft policing budget and policing precept
- Handling any complaints made against me
- Holding hearings when I propose to appoint a new Chief Constable, a Deputy PCC and other senior staff.

Underpinning the panel are two separate working groups, the Performance and Planning Working Group and the Budget Working Group. These groups conduct additional scrutiny of my work and they play an important role in shaping the Panel's work programme.

In scrutinising and challenging my work, the Panel unanimously agreed my precept decision for the 2020/21 financial year for funding for Warwickshire Police.

I would like to take this opportunity to formally express my great appreciation and thanks for their

public serving work and support during the past year.

## **Police and Crime Panel**

The Panel also produces its own annual report commenting upon its activities during the year.

For further information on their work visit: - [www.warwickshire.gov.uk/policeandcrimepanel](http://www.warwickshire.gov.uk/policeandcrimepanel)

## **Joint Audit and Standards Committee**

The OPCC has established a Joint Audit and Standards Committee (JASC) to jointly serve my office and the Warwickshire Police Force. The Committee will consider matters related to internal and external audit; corporate governance; financial management; standards and ethics; HMICFRS action plans; and risk registers for my office and the Warwickshire Police Force.

The first meeting of the JASC took place on 26th November 2019 and three of the members of the former Warwickshire and West Mercia Joint Audit and Standards Committee have joined the JASC and brought with them a wealth of experience. In addition, I have recruited two new members through an open recruitment process, who both bring useful skills and experience to the committee.

## **HOLDING TO ACCOUNT**

In terms of holding to account the Chief Constable, I hold a number of formal meetings of differing frequency, format and attendance in order to discharge my responsibilities in this regard, namely: -

### **Weekly Meeting**

These weekly meetings are held to discuss any topical issues and areas of significance or concern. These meetings are minuted in both open and closed session and are subject to the Freedom of Information Act (FOI).

## **Performance Accountably Meeting**

Once a month a Performance Accountability Meeting (PAM) is held between the Chief Constable and myself. The purpose of the PAM is to focus on specific areas of force performance and the meeting is also attended by senior officers and staff from both the force and the OPCC. These meetings are minuted and the quarterly papers are published on the OPCC website.

## **Force Governance Board**

Once a month a formal Force Governance Board (FGB) is held between the Chief Constable and myself, also attended by senior officers and staff from both the force and the OPCC. The purpose is to focus on the specific areas of force governance, with standing agenda items of recruitment and establishment, finance, estates and transition. These meetings are minuted and are subject to the Freedom of Information Act (FOI).

## **Independent Custody Visitors**



As the PCC I have the responsibility for administering the Independent Custody Visiting (ICV) scheme in Warwickshire. Ensuring that people who are detained in police custody are treated fairly and that their welfare is given a high priority is hugely important for public confidence in the police.

The scheme consists of volunteers who are members of the public from local communities and it allows them to inspect the way the police force detains and treats people whilst held in custody at the two custody facilities at Leamington Spa and Nuneaton. I very much value the work of the members of the ICV scheme, the fact that independent observers can go in, at any time, and talk to detainees and custody staff is very powerful. This public oversight helps to prevent harm and provides public reassurance that the custody environment is safe and treats the detainee with dignity and respect.

I'm extremely pleased that the valuable work of the ICVs has managed to carry on despite the restrictions imposed by the Covid-19 emergency, as it's vital that this independent monitoring process continues. In fact, it's never been more important to ensure the welfare of everyone in the custody environment, from the detainees themselves through to the police officers and detention staff that work there and anyone else who has cause to visit.

So, as physical visits by the ICVs were no longer possible due to the need to observe social distancing, we turned to technology to fill the gap. In what is thought to be a first in the country, members of the ICV scheme have been using video conferencing on mobile phones to ensure 'virtual' visits can continue to take place. We will of course look to reinstate physical visits as soon as we are able to once the Covid-19 emergency ends and in line with government guidance but this new approach is helping to safeguard the welfare of all during this interim period.

## **Independent Custody Visitors**

For more details about the ICV scheme in Warwickshire: -

[www.warwickshire-pcc.gov.uk/working-together/independent-custody-visitor-scheme/](http://www.warwickshire-pcc.gov.uk/working-together/independent-custody-visitor-scheme/)

## **TRANSPARENCY - Quality Mark**

*The public need independent, consistent and clear information on the performance and activities of their PCC. Transparency is essential to promote confidence in the elected PCC. Source - **Home Office***

It was therefore gratifying to learn that for the fifth year in succession the OPCC has been awarded an 'OPCC Transparency Quality Mark from Comparing Police and Crime Commissioners (CoPaCC), in recognition that we have met our statutory requirements of openness and transparency. CoPaCC are a body that advises and supports police and criminal justice organisations to monitor policing governance in England and Wales.

The award recognises the efforts made by the OPCC to provide the public with key information in an accessible format on their website, including information about projects and activities, how finances are managed, what the key priorities are for the PCC and the progress made against them, as well as information around policies and procedures.

To date, the Transparency Quality Mark has been granted to only 28 of the 41 PCC's offices across the country. The criteria for the Quality Mark was tightened this year, so I am pleased that despite that development we have again retained our national recognition.

# WARWICKSHIRE POLICE PERFORMANCE

**As the Police and Crime Commissioner I do not have any authority in relation to operational policing decisions, they are solely a matter for the Chief Constable. I do however have a statutory duty to ensure an effective and efficient police force. This requirement is reflected as one of my four key objectives of my 'Police and Crime Plan'.**

## Key Achievements 2019/20

### **Crime Survey for England & Wales**

The Crime Survey for England and Wales (CSEW) provides an independent measure of the public's true experience of crimes through face to face interviews and also captures crimes that were not reported to the police. The latest survey results from data collected in March 2020 shows that public confidence in Warwickshire Police stood at 75.2%, this compares to 78.6% at the same point in time the previous year.

Although this figure is still above the national average, the decrease in public confidence is obviously disappointing although the reasons for the decline are difficult to pinpoint, particularly given the influence of national events that understandably shape people's general view on policing. I also contrast the findings with those of the surveys that were conducted in the early stages of the Covid-19 lockdown that demonstrated that there was extensive support for the approach Warwickshire Police were taking, with satisfaction rates some 20% above those seen nationally.

### **Recorded Crime**

There were a total of 41,846 crimes recorded by Warwickshire Police in 2019/20. This represents an increase in Total Recorded Crime (TRC) of 0.6% when compared to the previous year. Whilst it would have been preferable to report a reduction, it should be remembered that in 2018/19 the force was one

of only seven of the forty-three forces to experience a reduction and it was therefore always going to be challenging to outperform this level in 2019/20.

As with most statistics, interpretation is critical to understanding what the figures are revealing. It would appear that the greatest driver for this increase in TRC in 2019/20 is in the category of Violence Without Injury, which increased by 12% and accounted for 21% of all TRC. This category is broad and captures many domestic abuse incidents and malicious communications offences, the latter having substantially increased over the years due to the prevalence of social media.

There is also the view that an increase in reporting of domestic abuse is a positive development given that on average victims at high risk of serious harm or murder live with domestic abuse for 2-3 years before getting help. There has also been a change in the Home Office Counting Rules (HOCR) that has also influenced the increases seen in this category, where a single incident may now generate two or more crime reports.

The increases experienced in Violence Without Injury and its impact on TRC has somewhat obscured the significant reductions achieved elsewhere, particularly in serious and iconic crime categories that although relatively small in number cause significant harm to the victim and society, for example: -

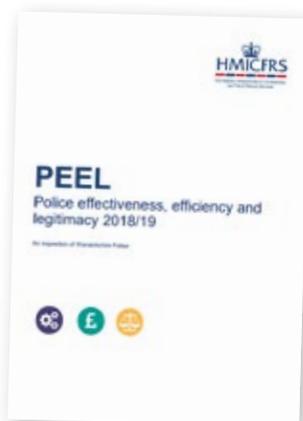
- **Anti-social Behaviour** - down by 23%
- **Burglary Residence** - down by 20%
- **Personal Theft** - down by 15%.
- **Criminal Damage** - down by 13%
- **Hate Crime** - down by 11%
- **Personal Robbery** - down by 9%
- **Business Robbery** - down by 8%
- **Vehicle Crime** - down by 3%.

Whilst these figures are encouraging, collectively we must not be complacent and there will continue to be a concerted effort in the year ahead to reduce crime with a particular emphasis on the offences that cause the greatest harm and distress to our communities. Of particular concern is the increase in knife crime and the number of homicides in the county, where nine people needlessly and tragically lost their lives in 2019/20. I am determined to see crime levels fall and to deliver on my promise of 'A safer, more secure Warwickshire'.

### **Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services**

I have a statutory duty to ensure an effective and efficient police service for Warwickshire and therefore value the work of Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) in providing an annual independent thematic inspection and assessment of the force's performance in terms of its effectiveness, efficiency and legitimacy.

The latest HMICFRS inspection of Warwickshire Police occurred in March 2019 and was conducted as part of the annual PEEL (Police Effectiveness, Efficiency and Legitimacy) programme of assessment. One aspect that the inspection team was keen to stress was how open, professional, friendly and



engaging the workforce were throughout the period of the inspection. The findings of the inspection were reported in September 2019 and graded Warwickshire Police as follows: -

- Efficiency - Requires Improvement
- Legitimacy - Good
- Effectiveness - Good

These grades compare with those attributed by HMICFRS to the force during the previous inspection in 2017/18: -

- Efficiency - Good
- Legitimacy - Requires Improvement
- Effectiveness - Requires Improvement

HMICFRS considered that the force were good at reducing crime and keeping people safe, also good at how it treats the public and its workforce. However, the extent to which the force operates efficiently and sustainably required improvement.

First and foremost I welcome the view of HMICFRS that Warwickshire Police is good at preventing crime and tackling anti-social behaviour, understanding community issues and working with other agencies to resolve local problems. This is something that our residents are rightly very concerned about, so I am pleased that the work the force and the OPCC have been undertaking to improve these areas of work have been recognised independently. Equally, the force has a mission statement of protecting people from harm and aims to be great at protecting the most vulnerable in society. This inspection report recognises the improvements that have been made in this area and praises the way it works closely with partners to safeguard victims.

The report also made clear the very difficult circumstances the force had been placed into due to the termination of the strategic alliance by West Mercia Police. It should be noted that the report was based on their findings at the time the visit took place in March 2019, so the concerns expressed reflect their assessment of the force's position at that time.

In the intervening months there has been significant progress made with the successful termination of the alliance, a satisfactory financial settlement from West Mercia Police and robust plans for the future sustainability of the force. I am therefore delighted to report that our HMICFRS Force Liaison Lead officer has recently recommended that the three Areas for Improvement, which were identified by HMICFRS in the Efficiency pillar of inspection, have now been satisfied. This development is really encouraging as it demonstrates that HMICFRS are recognising that the force are now in a very different, and more secure, place.

Elsewhere, the report also identified a 'cause for concern' with the way the force investigates crime, with capacity and capability issues meaning that some crimes take too long to bring to an outcome. The rising levels of demand have placed a strain on the force's capacity to investigate some types of crime, alongside a shortage of experienced detectives, something that all forces nationally have faced. There are also issues within the wider criminal justice system which have a negative impact on the police's ability to progress investigations to court speedily. The OPCC has done considerable work to examine the underlying issues and I have raised my concerns with the Chief Constable and other criminal justice agencies that victims are waiting too long for an outcome. As a result, I know that there has been much work conducted by the force to address these systemic issues that are a barrier to performance.

I am confident that the force have understood the areas of performance that needed to be improved and has put in plans to achieve this aim. The OPCC will continue to monitor closely the progress that is made, as it will be vital to ensuring an improved service to the public.

### **Crime Data Integrity**

In October 2019 HMICFRS also published their findings of the Crime Data Inspection (CDI) that they conducted earlier in the year. I was extremely pleased that they provided a grading of 'Good' for

the force, where the inspectors found that the force has developed a positive culture among both officers and staff in relation to its crime recording. The report concluded that more than 93% of all crimes are recorded, with overall high levels of accuracy. HMICFRS also praised the force's recording rate for sexual crimes, with performance at over 96%.

The report was overall very positive and confirmed that Warwickshire Police has made significant improvement since the last CDI in 2014. It is great to know that the communities of Warwickshire can now be more confident than ever and that crimes are being recorded in the proper manner. There is still room for improvement and the report makes a number of helpful recommendations on how the force can continue to strengthen its approach to address these issues.

## **HMICFRS Reports**

HMICFRS Reports - Office of the Police and Crime Commissioner for Warwickshire

### **Performance Scrutiny**

In discharging my duty to 'hold to account' the Chief Constable for the performance of Warwickshire Police, I formally meet weekly with the Chief Constable. Once a month a Performance Accountability Meeting (PAM) is dedicated to the scrutiny of performance and a set of questions that are prepared by the OPCC is put to the Chief Constable. Since the beginning of 2020, a subject for a 'deep-dive' examination has also been selected at each PAM, to date these topics have been: -

- January - Non-emergency 101 performance
- February - Investigation standards
- March - Victim Services
- April - Covid-19 public FAQs

In addition, members of the OPCC are embedded in a number of Warwickshire Police's key performance governance meetings, enabling a fully informed view

to be gathered on the issues and challenges that the force faces and the measures that are being undertaken to address their adverse effects.

### **Police Legitimacy**

Whilst the death of George Floyd in the USA took place in May 2020 and therefore would normally be outside the scope of this annual report for 2019/20, the impact that this event on policing and society is so profound and far-reaching that I felt it was essential that reference was made to it here, particularly as its implication continues to strongly resonate.

As I said at the time, I share the shock and anger felt by all right-minded people over his death. The video of his arrest and the scenes that followed make for extremely distressing viewing. Put simply, this was a death which should not have occurred and justice must be served. I want to echo the heartfelt sympathies that have been expressed from around the world and also acknowledge the impact that incidents like this have on communities far and wide, including here in Warwickshire.

In the UK, we police by consent. This means that our officers are drawn from the communities that they serve and must understand the requirements that our diverse populations have. Respect for all, regardless of skin colour or background, is a fundamental cornerstone of the ethics underpinning all policing activity in this country, as is the considerable training and scrutiny to which officers are subjected to on their use of force.

Incidents like the death of Mr Floyd do however give rise to fundamental questions about how we, as a society, value the lives of those around us and whether all that can be done to improve matters is being done. It causes us to acknowledge that racism and inequality continue to persist, regardless of the progress that has been made in recent times. Imbalances and biases remain in our systems and institutions which need to be understood and addressed if we are to achieve a fair society for all.

As a Police and Crime Commissioner, part of my

role is to ensure that people's voices are both heard and represented here in Warwickshire. I want to use my position to drive forward progress on getting equal access to opportunity, regardless of ethnicity or background. I've previously engaged with community representatives to explore the issues which discourage or prevent many Black, Asian and Minority Ethnic (BAME) members of the community from becoming positively engaged with policing and I remain keen to hear people's experiences across the whole of the criminal justice system in the county.

I have an important role in holding the police to account and providing independent scrutiny on areas of practice that cause community concern. It's important that the public have confidence in policing and so I have regularly asked questions around stop and search and the use of force, to seek reassurance that it is being carried out in a way that is both appropriate and proportionate. I will continue to do this, advocating the concerns that are raised with me as it is clear that, while there has been positive progress, more still needs to be done to ensure all communities are confident in the policing response. Building relationships within communities is fundamentally important to this and I want to ensure that Warwickshire Police is truly representative of all those it serves.

Although we do have officers and staff from a diverse range of backgrounds, we need to increase their numbers further. There is an opportunity to improve representation as we recruit more police officers and police staff in the coming years and the force's new Positive Action programme marks an important step in achieving that. It has been designed to identify, understand and remove the barriers which have historically discouraged greater participation in policing from BAME communities, while also putting in place the support needed to retain people once they join the organisation to ensure progress and have fulfilling careers.

Across the wider community safety landscape, the OPCC will be undertaking a needs assessment

for BAME victims of crime, so that we can truly ensure that the services that are there to support them are properly meeting their needs and being accessed equally. I am also considering what further level of independent support and research could be commissioned to better enable me to hold to account and, where necessary, challenge agencies to help formulate lasting solutions that improve the lives of all. These issues are societal as well as institutional and so change will not be easy or instant. However, I do want to ensure that through a collective effort, we create 'A safer, more secure Warwickshire' for all of our communities and that is something I will continue to work to achieve.

### **Use of Force**

Each and every day Warwickshire Police respond to hundreds of incidents across the county in fulfilling its role of upholding the law and keeping the peace. The vast majority of these matters are resolved without requiring any form of conflict. However, on very rare occasions there is a necessity for police officers to employ the use of force (UoF) to safely diffuse a situation in order to protect people from harm. The UoF tactics include an officer taking hold of someone's arm, using handcuffs, deploying a police dog and using a baton, irritant spray, Taser or firearm.

The force's Vision and Values articulate the commitment to protecting people from harm; this is underpinned by the Code of Ethics which reinforce the principle that officers are accountable for their actions. In all interactions, the officers have a duty to act professionally and only use force that is reasonable, justifiable and proportionate for the circumstances. It is important to recognise that each use of force incident involves a unique set of circumstances, with the officer's decision making based on a suspect's actions. Throughout any incident the officer will continuously reassess the circumstances and adjust their response as appropriate to the evolving situation.

Where UoF is utilised, then a written record will be made that is subject to appropriate management

scrutiny to ensure that the action taken was correct and to ascertain what lessons can be learned for the future to safeguard both the public and the officers.

Whilst I am committed to the appropriate scrutiny of the police use of force and the need to maintain public confidence and consent in policing, it would be remiss if I didn't also reflect on the dangers that our police officers and staff frequently face in order to protect us from harm. The death of PC Andrew Harper from Thames Valley Police whilst responding to a report of a burglary serves as a tragic reminder of this fact and I echo the many voices from across the country who have expressed their condolences and solidarity with our neighbouring force. As a society we must never reach a point where it is acceptable for officers to be violently abused, attacked, injured, or worse. Their courage in the face of such adversity should never be taken for granted nor forgotten.

There is much debate around the country about what the right response should be to such attacks and it is encouraging to see that the language of 'protecting the protectors' is something that the new Home Secretary has been keen to endorse. I know that our Chief Constable keeps the safety of our officers under regular review and that, nationally, there are discussions in the coming weeks to look at what lessons may be learned from this and other similar recent events where police officers have been injured in the line of duty.



On the 8th June 2019 The Animal Welfare (Service Animals) Bill, known as 'Finn's Law', came into law

with the aim of protecting police dogs and other services animals. The law is named after Finn, a Hertfordshire Constabulary police dog who was stabbed whilst pursuing a suspect with his handler PC David Wardell. Finn sustained serious stab wounds to the chest and head while protecting PC Wardell from a knife-wielding robbery suspect. However, with the law as it stood at the time, only inadequate criminal damage charges could be brought against his attacker. This is an important recognition of the vital role they play in keeping communities safe and will prevent those who attack or injure service animals from claiming self-defence. It also means that service animals will not be treated simply as 'property' by the law.

## Use of Force

For further information visit: - <https://www.warwickshire.police.uk/useofforce>

## Stop and Search

In respect of 'stop and search', the force continue to comply with the Home Office 'Best Use of Stop and Search Scheme'. The principal aims of the Scheme are to achieve greater transparency, community involvement in the use of stop and search powers and to support a more intelligence-led approach, leading to better outcomes, for example, an increase in the stop and search to positive outcome ratio. By adopting the Scheme the force will use stop and search strategically, which will improve public confidence and trust.

In addition, the force has taken steps to address disproportionality, in terms of the ethnicity of those subject to stop and search, through more comprehensive data capture, increased scrutiny by the force and oversight by the Independent Advisory Groups (IAG). The IAG members are volunteers drawn from our communities from various backgrounds and their purpose is to advise on policing issues that may cause concern to local people and communities.

## Police Custody



On the 18th February 2020 I spent a total of 14 hours in a locked cell at Leamington Spa Police Station to experience for myself the conditions a detainee would be held in under such circumstances. My purpose in doing so was to help highlight the many different ways the safety of detainees in police custody is maintained. Also, so that I could appreciate some of the vulnerabilities that detainees experience whilst they are held in custody.



After being booked in by the Custody Sergeant, I was searched and valuables were taken away to be kept secure for the night, before being taken to the cell, where I was given drinks, a blanket and some books to read during the overnight stay. Throughout the night I could hear other detainees coming in - some noisier than others - but I heard good things

from the custody sergeants and the detention officers with humane comments of, 'We're actually here to help you, we're not here to make life worse for you.'



During my detention I was visited by the Independent Custody Visitors, whose altruistic work I greatly value of course, all of those who come into police custody are innocent until they are proven guilty and that's really the point behind the custody visitors, who are there to make sure that detainees are properly looked after in the same way that you would expect any relative of yours to be looked after. It was definitely an interesting and challenging experience and I am glad to have done it, although on reflection it's something I probably wouldn't want to do again in a hurry!

I also used the opportunity to highlight the work of a couple of charities that are important to me, namely the Care of Police Survivors and Army Benevolent Fund, and provided a donation to these good causes enabling more than £2,000 to be secured in the process.

## Charities

If you wish to make a donation yourself, you can do so at: -

- Care of Police Survivors
- Army Benevolent Fund

## Police Complaints

Warwickshire Police's Professional Standards Department (PSD) is responsible for the management of all public complaints against police officers, police staff and special constables. The PSD is separate from the officers and staff that are subject to a complaint and serious allegations are referred to the Independent Office for Police Conduct (IOPC) who may decide to supervise, manage or independently investigate a complaint. Learning is also an integral part of every complaint and any lessons learned from an investigation are used to continuously improve the service provided to Warwickshire communities.

It was reported in 2019 that public complaints against the Warwickshire Police had fallen by more than a third in the past two years. Between 2016/17 and 2018/19, complaints against the force fell from 415 to 274, a drop of 34%, the fourth biggest drop in the country out of 44 Forces. The force received 189 complaints per 1,000 members of staff, one of the lowest levels in the country.

This reduction has also been helped by the use of 'service recovery'. This process is where PSD will respond directly to the public on behalf of officers and staff, to address dissatisfaction before they become full complaints. Quite often people with concerns just want reassurance their incident is being looked into and the department can quickly put their minds at ease. This process results in PSD being more responsive to the concerns of the local community and it frees up time for officers to focus on other priorities.

The OPCC meet with senior members of staff from PSD on a quarterly basis to monitor and review the performance data and raise any issues of concern. In addition, an Internal Ethics Committee chaired by the Head of PSD has recently been established at which the OPCC will be represented by a member of the Joint Audit and Standards Committee.

- Complaint Reviews

On the 1st February 2020 the Police (Complaints and Misconduct) Regulations 2020 came into effect. The reforms are aimed to make the police complaints system more responsive, independent and customer focused. The new Regulations are intended to be less aligned around blame, and more around service improvement. The legislation permits PCC's to select from one of three models available to implement locally: -

- Basic Statutory. This model provides PCC's with improved powers of oversight to 'hold to account' the Chief Constable Officer for the handling of complaints. It also requires the PCC to deal with complaint 'Reviews' in cases that do not meet the threshold to be dealt with by the IOPC.
- Triage. This model requires the PCC to operate the Basic Statutory model and additionally take on the on the initial handling, assessment and resolution of complaints. More serious complaints are still required to be dealt with by the force.
- Customer Contact. This model requires the PCC to be operating both the Basic statutory and Triage models and in addition the PCC can take on continued contact with the complainant throughout the complaints process to improve the customer focus.

PCCs have a mandatory duty to take on Model 1 of the legislation, becoming the new review body for all complaint appeals previously heard by the Warwickshire Police Force. More serious reviews will be conducted by the IOPC.

After due consideration, I decided to adopt the Basic Statutory model in line with the majority of PCC's whilst awaiting the other models to mature and good practice be identified for future consideration.

A complaint Review will consider whether the complaint process was reasonable and proportionate, with recommendations made to the police force concerned if the review is 'upheld'. Recommendations might include, organisational learning, review of policy or procedure or to reinvestigate the complaint if this was not deemed to have been done properly. Any recommendations made to Warwickshire Police will be monitored by the OPCC, but under the legislation the force is not obligated to act upon the recommendations.

There are relatively few complaint Reviews in Warwickshire under the current system, although it is unclear if this demand will rise or fall under the new regulations. As the numbers are historically so low, numbering approximately 30 per year, it would not be cost effective to recruit an OPCC member of staff to carry out these Reviews. As such, I have made the decision to collaborate with the West Midlands PCC and utilise his member of staff to also conduct those for Warwickshire. A secondment agreement has consequently been put in place for Warwickshire to contribute 0.1 FTE towards this West Midlands OPCC Complaints Review Manager post.

# LOOKING FORWARD

**As outlined extensively elsewhere in this document, the year ahead is much different to the one that had originally been envisaged, thanks to the Covid-19 pandemic. The PCC elections which were to have taken place in May 2021 have been postponed by a year, meaning my Police and Crime Plan will continue to be delivered for a further 12 months.**

While Covid-19 is principally a public health emergency, not a policing crisis, it does nonetheless present many challenges across the community safety arena. We have all seen disruption in our daily lives and it is really important to provide reassurance as to how the priorities and ambitions of my Police and Crime Plan will continue to be delivered, despite these difficulties.

That's why I have published my Covid-19 Supplement to the Police and Crime Plan, to guide the work of my office and outline how I will both support and hold the Chief Constable to account in delivering an efficient and effective response by Warwickshire Police. The plan also seeks to assist the county's ongoing recovery, in order to achieve the continuing ambition of 'A safer, more secure Warwickshire'.

Some of the key actions outlined in the plan include:

- Working with service providers to ensure that commissioned services protecting the vulnerable continue to operate at a high level and have the necessary funding and resilience to maintain services as required.
- Pushing forward with an early release of the Commissioner's Grant Scheme to ensure that charities and other organisations supporting community safety have immediate access to funding to continue their vital work.
- The introduction of new and flexible ways of working to ensure the continuity of the Independent Custody Visiting Scheme;
- Working through the Local Criminal Justice Board to understand the impact of Covid-19 across the key agencies involved in criminal justice;

The Covid-19 Supplement will continue to evolve over the year as the situation in the community changes. The document can be read in full on at: [www.warwickshire-pcc.gov.uk/police-and-crime-plan/covid-19-supplement/](http://www.warwickshire-pcc.gov.uk/police-and-crime-plan/covid-19-supplement/)





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

# Contact Details



Philip Seccombe was elected as Police and Crime Commissioner for Warwickshire on 5 May 2016 and took up office on 12 May 2016. The term of office ends in May 2021, when an election for Police and Crime Commissioner is scheduled to take place.

You can contact Mr Seccombe or the Office of the Police and Crime Commissioner for Warwickshire in the following ways:

**[www.warwickshire-pcc.gov.uk](http://www.warwickshire-pcc.gov.uk)**

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**Telephone:** 01926 412322

**For media enquiries please call** 01926 412418

**Email:** [opcc@warwickshire.pnn.police.uk](mailto:opcc@warwickshire.pnn.police.uk)

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