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# Police and Crime Panel

## 17 November 2022

### Report of the

# Police and Crime

# Commissioner

<b>Report Author</b>	OPCC Warwickshire
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<b>Security Classification</b>	Official
<b>Disclosable under Freedom of Information Act?</b>	Yes

## 1. Introduction

The purpose of this report is to provide the members of the Warwickshire Police and Crime Panel with an update on my key activities as the county’s Police and Crime Commissioner (PCC), and that of the Office of the Police and Crime Commissioner (OPCC), since the Panel’s previous meeting on Thursday 22 September 2022.

### 1.1 Police officer length of service

At the previous meeting, the Chair requested that future reports to the Panel continue to provide a breakdown of levels of experience within the force, including the proportion of recently graduated officers who were less than one year into their posts.

In response to the more general matters raised regarding the experience of Warwickshire’s police officers, the following table taken from the latest national official statistics as of 31 March 2022 from Warwickshire Police shows the length of service of the force’s headcount establishment: -

Less 1yr	1yr to 2yr	2yr to 3yr	3yr to 4yr	4yr to 5yr	5yr to 10yr	10yr - 15yr	15yr - 20yr	20yr - 25yr	25yr - 30yr	30yr+	Total
51	61	192	45	12	161	56	231	166	76	4	<b>1,065</b>

*Figure 1: Length of Service of Warwickshire Police Officers*

In response to the specific question regarding recently graduated officers, 15 Detective Constable student officers enrolled on the Degree Holder Entry Programme (DC-DHEP) from the October 2020 intake have passed their probationary period. The DC-DHEP is a two-year programme for degree holders who want to become Detective Constable.

The first intake of student officers on the Police Constable Degree Apprenticeship (PCDA) will not complete their probationary period until March 2023. The PCDA is a three-year programme for non-degree holders.

## 2. Progress against police and crime plan objectives

Progress on the priorities of my Police and Crime Plan 2021-2025 are highlighted below:

### 2.1 Police and Crime Panel Performance and Planning Working Group.

On Monday 7 November 2002, a meeting of the ‘Police and Crime Panel Performance and Planning Working Group’ was held. The OPCC was represented

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by Polly Reed in her position as the Chief Executive Officer, and Claire Morris as the OPCS Head of Business Services and Assurance. The newly configured Performance Framework was discussed, a paper was submitted for panel members to explain the principles of the performance framework alongside of the governance arrangements in assessing both qualitative and quantitative information to review performance via a RAG rating system.

I understand that the Chair of the working group will be reporting to the Panel on the key aspects from this meeting, and I am content to answer any questions that may subsequently arise.

## 2.2 Fight crime and reduce offending

### a) Violent Crime

Of particular concern to Warwickshire's communities is the menace and misery caused through county-lines criminality, particularly given the two murders that were committed in the south county in recent years.

The National Police Chiefs Council (NPCC) definition of a county-line is a term used to describe gangs and organised criminal networks involved in exporting illegal drugs into one or more importing areas, using dedicated mobile phone lines or other form of 'deal line'. The county-line is therefore the mobile phone line used to take the orders for drugs.

It is therefore of note that in that in October 2022 Warwickshire Police participated in a national County-Lines Intensification Week. This activity resulted in the following outputs: -

- Twenty-three arrests.
- Five vulnerable people safeguarded.
- Knives and two imitation firearms seized.
- Eight warrants executed across the county.
- Seizure of drugs with a street value of £167k.
- Three missing people found and referred for safeguarding.

Warwickshire Police's activity and success in disrupting and dismantling county-lines and Organised Crime Groups (OCG) is closely monitored through performance data provided by the force and the Regional Organised Crime Unit, this information enables effective holding to account arrangements with the Chief Constable.

### b) Reoffending

A regional 'Reducing Reoffending Strategy' has been launched by HM Prison and Probation Service and in the coming months my office will be working closely with colleagues from the service and other partners to implement the strategy in Warwickshire. This will be achieved through the county's Reducing Reoffending Board.

## 2.3 Deliver visible and effective policing

### a) Neighbourhood Policing

#### Safer Neighbourhood Teams

In return for increased officer numbers and providing strong support for the welfare of the police workforce, the public expects to receive a high standard of services. As I stated in my Police and Crime Plan 2021-2025, *“For our residents and communities the Safer Neighbourhood Teams (SNTs) are the heartbeat of policing and a key point of contact. By taking a problem-solving approach and working with residents and other partners, they can find long-term solutions to a range of concerns. I want to see the role of SNTs protected and enhanced, ensuring they can engage effectively with communities, understand local concerns, and explain what action they are taking.”*

It is with statement in mind, particularly given the recent reporting of retail crime in Nuneaton town centre, that I would like to highlight the recent work of the Nuneaton and Bedworth SNT who ran an extremely successful plain-clothed business crime operation in October 2022 by targeting shoplifting in Nuneaton and Bedworth town centres. The team arrested a total of 14 people for a range of offences and held community events to advise on security advice. This is an excellent example of innovative proactive policing being used to tackle an issue that has a big impact on the local community.

#### Rural Crime

I am committed to provide effective policing in our rural communities, who sometimes feel isolated, vulnerable and at risk - particularly from travelling criminals quite often operating on a regional and national basis. It with this in mind that my office is supporting Warwickshire County Council (WCC) in a review of the county's Rural Crime Strategy.

The Warwickshire Police Rural Crime Team (RCT) leads the policing response to rural crime. The team's focus is to address criminality in respect of machinery theft, fuel theft, livestock offences, fly-tipping, and heritage crime. All these areas present significant challenges and the OPCC will be soon reviewing the current strategy with the RCT to ensure that combined efforts continue to support the local, regional and national priorities.

### b) Transforming Warwickshire Police

At the previous meeting of the Panel I reported on the Warwickshire Police 'Empower' change programme, which seeks to develop a new operating model for the force. The programme has three strategic strands of People, Place, and Technology.

The force is continuing to implement the recommended changes under the programme. For the 'Empower - People' strand these improvements will take place in time for the start of the new fiscal year in April 2023. This will include the establishment of three geographical Local Policing Areas in the north, south and east

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of the county, enabling greater autonomy for the deployment of local resources and greater accountability for performance.

In respect of the of the 'Empower - Place' strand, this was discussed in depth with the Chief Constable at the November 2022 meeting of the GPB.

## 2.4 Keep people safe and reduce harm

### a) Violence Against Women and Girls

My office is working closely with Warwickshire County Council (WCC) and other partners in producing an updated 'Violence Against Women and Girls (VAWG) Strategy' for the county. This follows the recent conclusions of a Warwickshire VAWG 'Call for Evidence' and is a timely piece of important work that links closely to the county's 'Serious Violence Prevention Strategy'.

As a result of my wish to have greater oversight of how the learning from Domestic Homicide Reviews (DHR) is being promulgated in the county, my office has sought greater involvement and consequently are now a contributor to the Warwickshire DHR subgroup of the VAWG Board.

### b) Vulnerability

#### **Gambling**

My Police and Crime Plan articulates that there needs to be a greater focus and understanding of the role gambling plays in driving people to criminality, with better awareness of the issue and better support for those who need it. In progressing this area of work, the specifications for the new commissioned victim services include a requirement that the successful provider ensures its frontline staff receive Gambling Harm Awareness training. This is designed to ensure that hidden harms are holistically recognised by all services, as there are significant links between vulnerability and harmful gambling, and that service users are referred on to appropriate support for this additional need.

#### **Hate Crime**

The pernicious presence of hate crime continues to traumatise and victimise people in Warwickshire. The characteristics of race, disability, and gender status continue to be the targets for hateful behaviour. My office is therefore an active member of the Warwickshire Hate Crime Partnership and are presently contributing to a review of the partnership's strategy and action plan.

#### **Modern Slavery and Human Trafficking**

The recently completed Warwickshire Victims of Crime Needs Assessment showed that more must be done to identify and support victims of Modern Slavery and Human Trafficking (MSHT) in Warwickshire. Consequently, I have responded by commencing a commissioning process to deliver an Independent Modern Slavery Advocate (IMSA) service.

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### c) Road Safety

As a result of discussions with the Chief Constable regarding the effectiveness and efficiency of the force's Road Safety and Camera Enforcement Unit (CEU), the force has responded by instigating a modernisation programme of the CEU. This project is progressing well through the reorganisation of its staffing and modernisation of its systems and processes, such that it is already detecting more offences. I will continue to scrutinise this important work that helps in making Warwickshire roads safer.

Elsewhere, my office now chairs the Operations Board of the Warwickshire Road Safety Partnership, helping to ensure that casualty reduction targets are met. To assist with this activity, I have invested a further £10,000 in Community Speed Watch to help schemes start-up in Warwickshire.

Sunday 20<sup>th</sup> November 2022 marks the World Day of Remembrance for Road Traffic Victims, at which I will be leading a service at St. Mary's Church in Warwick. It is believed this is the first ever such service to be held in the county.

## 2.5 Strengthen communities

### a) Involving communities

In November 2021, the PCC Volunteer Appropriate Adult scheme was implemented by the OPCC to support vulnerable adults in police custody. I am immensely pleased and proud to report that the scheme recently won a Lord Ferrers award in recognition of its success and the hard work of its volunteers. This is a fantastic achievement for a scheme still in its infancy and reflects the excellent practice and dedication of both the scheme's administrator and the volunteers.

### b) Crime Prevention & c) Partnership working

#### Local Authorities

My office has contributed to the independent review of Rugby Community Safety Partnership (CSP). Further details on the Home Office review of CSP's and the role of the PCC is still awaited. My office also continues to work closely with the Warwickshire County Council Community Safety Team to develop and mature the collaboration between both, this has included work on Serious Violence Prevention, Safer Streets and Homicide Prevention.

#### Gypsy, Roma, Traveller.

The summer months were relatively busy across the whole county with unauthorised encampments; however, these challenges have now significantly tailed off, On several occasions Warwickshire Police utilised the new powers available to ensure expeditious removal of the trespass situations. My office carefully monitors all unauthorised encampments in close liaison with the force **Gypsy, Roma, Traveller** (GRT) Tactical Advisor and is currently assisting him on the review of the 'County Protocol' for dealing with GRT unauthorised encampments. An updated version incorporating the new legislation and powers is expected very soon. Meanwhile the force GRT Tactical Advisor continues to deliver training to local authorities on the

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new legislation, its implications, and the proportionate use of new powers under section 60 of the new act. Warwickshire therefore continues to be well informed and well-practiced on GRT issues.

### 2.6 Deliver better justice for all

#### a) Victims and Witnesses

The OPCC continues to chair the county's Victim & Witness Forum. Through this arrangement it has given voice to concerns from victims and survivors about the Domestic Abuse Court and the criminal justice response to serious sexual offences. These issues have been escalated to the county's Local Criminal Justice Board (LCJB) for consideration.

It was also very pleasing to receive excellent feedback recently from Ministry of Justice officials who visited the Warwickshire Justice Centre at Leamington Spa. The standard of service and care to vulnerable and intimidated witness within the dedicated suite was seen as outstanding and best practice.

#### b) Improved communication

Evidence of improved communication and victim focus is shown in the recent performance report of the Citizens Advice Witness Service (CAWS), where the number of victims receiving support continues to grow with excellent cooperation and liaison taking place between the force's Witness Care Unit and CAWS. On the 17 November 2022, the Citizens Advice Chief Executive is visiting on the county to thank the staff for their achievements and to further strengthen partnerships with all Criminal Justice agencies.

#### c) Justice Outcomes

Significant work has been undertaken during this year to improve the awareness and uptake of Restorative Justice (RJ), which is presently provided by Victim Support as part of their commissioned service. The OPCC has consequently worked with the RJ practitioner and with key partners - including the Probation Service and Warwickshire Police - to encourage uptake of training, strengthen the communication of key messages around its use and benefits, and increase the rates of RJ referrals. This has been a very successful piece of work.

Warwickshire Police has launched Project Repair to specifically encourage referrals in cases of burglary, acquisitive crime, and anti-social behaviour. This initiative is to ensure that a broad spectrum of cases can benefit from restorative justice.

My office has also been supporting Warwickshire Police in its journey to prepare for the new 'Two Tier Out of Court Disposal Framework', which is due to commence in 2023. This framework requires significantly different practices in relation to out of court disposals and the provision of appropriate pathways for offenders, to reduce reoffending and ensure appropriate justice outcomes.

As the Chair of the LCJB, I have encouraged a closer look at Warwickshire's Domestic Violence Courts following concerns raised by some partners about its present location in Coventry and its operating practices. As a result, many of the



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concerns raised have been resolved, with more appropriate listing practices taking place and improved police and HMCTS communication. The response has been positive, but the LCJB will continue to monitor the situation to ensure that appropriate provision is in place for the victims of domestic abuse.

### 3. Communications and engagement activity

It is hugely important that the public's voice is fully heard by police and other agencies. Therefore, I am committed to continuing an extensive and expanded programme of engagement and consultation, using the feedback gained to ensure the police and other agencies remain focused on the issues that matter.

#### 3.1 Engagement

Over the past two months, along with my Deputy PCC, we have participated in a diverse range of meeting with elected officers, partner agencies, third sector organisation and members of the public, including: -

##### September 2022

- 30/09/2022 - Visit to King Edward VI Boys Grammar School, Stratford

##### October 2022

- 02/10/2022 - OPCC stand at Atherstone Motor Show
- 03/10/2022 - Aspire in Arts, school workshop on knife crime, Nuneaton\*
- 07/10/2022 - Community engagement session, Makery Café, Nuneaton
- 07/10/2022 - Visit to Family Intervention Counselling Service (Grant recipient), Nuneaton
- 11/10/2022 - Visit to the Warwickshire Police junior cadets, Nuneaton
- 13/10/2022 - Attended and presented at the Safer Warwickshire Big Conversation event on violence prevention, Gaydon
- 13/10/2022 - Visit to the Warwickshire Police senior cadets, Nuneaton\*
- 17/10/2022 - Visit to Futures Unlocked (Grant recipient), Rugby
- 17/10/2022 - Visit to North Warwickshire's WCAVA networking event to publicise my forthcoming Grants Scheme, Wood End
- 24/10/2022 - Visit to Whitnash Community Safety\*
- 29/10/2022 - OPCC stand <sup>1</sup>at Warwick market for public engagement.

##### November 2022

- 07/11/2022 - Community engagement session at Rugby Baptist Church

On 13 October 2022, the Safer Warwickshire Partnership Board 'Big Conversation' conference was held at the British Motor Museum at Gaydon. In organising the event my OPCC Engagement and Communications Officer worked alongside County Council colleagues to bring it to a reality.

The focus of the conference was on violence prevention, and the day enabled partner agencies to come together to collectively consider the challenges and the

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\*Deputy Police and Crime Commissioner visit



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activity needed to address the issue through a coherent public health approach. At the conference I gave an address, in which I outlined my support for this approach, and it was of great interest to hear from others across the country who work in this arena.



*Figure 4: The Big Conversation Conference*

### **3.2 Budget consultation**

I continue to actively promote the 'Your Police, Your Views' budget consultation online, through social media and public engagement events. At these events my OPCC team has distributed over 500 leaflets advertising the online survey, as well as numerous paper copies of the survey. Both physical and online events continue to be organised by my office in support of the campaign (including further stalls at events in Southam and Stratford).

DPCC Emma Daniell and I recently took part in a special budget-setting exercise with the Warwickshire Police Cadets. This enabled me to get some further feedback from around 60 young people on the activities that the force should prioritise, alongside further work to understand the sorts of grants that would be beneficial from their perspective.

The survey will continue to run until 16 December 2022, and I would again ask all Panel members to help publicise it through your respective local channels over the coming weeks.



*Figure 5: Warwickshire Police Junior Cadets at the budget setting exercise.*

## 4. Grants and commissioning

I intend to continue to commission high-quality support for all victims of crime, with specialist services for those affected by the most serious offences. Similarly, I will use my Commissioner's Grants Scheme to give funding to organisations in the voluntary and charitable sector who work with victims and help with the rehabilitation of offenders.

### 4.1 Commissioned Services

As previously reported to the Panel, work is currently being undertaken by my office to commission service providers for the delivery of the following services in Warwickshire: -

1. General victim cope and recovery services.
2. Sexual abuse and violence recovery services.
3. Child Exploitation recovery services.
4. Modern Slavery and Human Trafficking services.
5. Restorative Justice services.

Newly commissioned services are expected to commence delivery from April 2023. The invitation to tender has now closed and the process of evaluation and scoring the bids is currently underway. It is anticipated that by mid December 2022 the intention to award decision will be made.

### 4.2 Commissioner's Grant Scheme.

Work on the 2023/2024 grants scheme is already underway. On the 5 December 2022, I expect to launch a Small Grants and Road Safety Grant rounds, with a

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deadline of 31 January 2023 for applications to both schemes. Successful projects are expected to commence delivery in April 2023 and will be for a duration of 12-months or less.

My office is particularly interested in receiving proposals that address the Police and Crime Plan 'focus areas' of Violent Crime, Violence Against Women and Girls, and Vulnerability, and projects that major on prevention will be specifically encouraged. Organisations can submit multiple bids covering any number of the focus areas and will be able to apply for grants between £1,000 and £15,000.

The Road Grants Scheme will focus on a holistic mix of behavioural change, and education, to achieve sustainable solutions and interventions that focus on reducing deaths and serious injury. Applicants will be able to apply for grants between £1,000 and £10,000 for road safety focussed projects. Where clear evidence of need is identified and evidenced the Commissioner will consider larger applications of up to £25,000. Projects are expected to be innovative and go over and above what is already provided by Warwickshire Police, Fire and Rescue Service, Local Authorities and the Warwickshire Road Safety Partnership.

Finally, the allocation of the funding awarded by the Home Office under the Safer Streets 4 initiative has been finalised and work is underway across the county with partners to ensure that the effect of this crucial investment is maximised.

## 5. Holding to account activity

On behalf of the residents and communities of Warwickshire, I want to ensure all agencies are working together to reduce crime, support victims and make communities safer. I do this through regular engagement with communities, the police, partners, and community safety organisations, so that I have an ongoing understanding of local policing and criminal justice needs.

### 5.1 Governance and Performance Board

To facilitate my statutory duty under the Police Reform and Responsibility Act 2011 to 'hold to account' the Chief Constable of Warwickshire Police for policing services, I hold a Governance and Performance Board (GPB) each month with the Chief Constable and senior officers from the force and the OPCC. At each meeting of the GPB a Focus Subject of specific interest or concern is selected for additional scrutiny, these are scheduled for 2022/23 as: -

- September - Serious Organised Crime
- October - Domestic Abuse, and Rape and Serious Sexual Assault
- November - Victims and Witnesses
- December - Offender Management
- January - Safeguarding children
- February - Crime Prevention, and Problem Solving
- March - Organised Crime

Minutes of these meetings, together with quarterly scrutiny of the force's performance data, are published on the OPCC website at: -

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[Office of the Police and Crime Commissioner for Warwickshire \(warwickshire-pcc.gov.uk\)](http://warwickshire-pcc.gov.uk)

### 5.2 HMICFRS Inspection

On 14 October 2022, HMICFRS published its 2021/22 inspection into Warwickshire Police. The gradings judgements are: -

Outstanding	Good	Adequate	Requires improvement	Inadequate
		Preventing crime	Investigating crime	
		Treatment of the public	Responding to the public	
		Protecting vulnerable people	Managing offenders	
		Developing a positive workplace		
		Good use of resources		

Figure 6: HMICFRS Graded Judgments for Warwickshire Police 2021/22

Whilst I welcome HMICFRS’s inspection and report - as it provides an in-depth assessment of the strengths and weaknesses of Warwickshire Police and provides several recommendations as to areas of improvement for the force - the findings of HMICFRS do not come as a surprise to me as it reflects the analysis my own office undertakes, as well as some of the concerns that the public have raised. I have held the chief constable to account on these issues, and will continue to do so, and they are therefore already recognised by the senior leadership of Warwickshire Police. A specific detailed plan in how they intend to respond to the highlighted recommendations and improvements is to be shared.

I can provide reassurance that the force has detailed Empower change programmes, both planned and already under way, to improve its overall performance. Under this new operating model Warwickshire Police’s will establish Patrol Investigations Units to improve the effectiveness and efficiency of volume crime investigations. A new Prevention Hub is to be created by the force, demonstrating commitment to preventing crime. In respect of vulnerability and sexual violence, a dedicated Rape, Serious Sexual Offence and High-Risk Domestic Abuse Team (DART) is to be established to improve service delivery to those effected and increase positive outcomes to the investigations conducted.

These plans have been described as a cause for optimism by the HMICFRS inspectors but clearly it will be important to understand how effective these changes are. I will be going through the inspection report carefully with the force in the weeks



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and months to come to make sure that the improvements required are being delivered.

I have also ensured that the Chief Constable has the right resources to deliver an improved service, by growing the workforce through the recruitment of additional police officers and making other investments to support the front line. I was pleased to see this recognised by the inspectorate, which finds that the force makes best use of its finances, with plans that are both ambitious and sustainable. This reflects my determination to deliver value for money for the taxpayer through a good and balanced budget and sound financial planning.

The ingredients for future success are clearly there and while change is never easy, I know that everyone at Warwickshire Police remains deeply committed to further improving the service delivered to the public. Achieving this must be the number one priority and remains fundamental to increasing confidence in policing.

### 5.3 National Crime & Policing Measures

As part of the Government's strategic priority for there to be a relentless focus on cutting crime and to improve police performance, the National Crime & Policing Measures (NPCM) have been introduced. The measures therefore set out the Government's key national priorities on crime: -

1. Reduce murder and other homicides
2. Reduce serious violence
3. Disrupt drugs supply and county lines
4. Reduce neighbourhood crime
5. Tackle cyber-crime
6. Improve satisfaction among victims – with a particular focus on victims of domestic abuse

These National Policing Measures are monitored on a quarterly basis against a national baseline of June 2019, as selected by the Home Office. The data for the Q2 2022/23 NPCM is to be discussed at the December 2022 meeting of the Governance and Performance Board, following which they will be published on the OPCC website.

## 6. Finance

On Thursday 10 November a meeting of the Police and Crime Panel Budget Working Group is scheduled to be held. The OPCC are to be represented at the meeting by Sara Ansell in her position as the OPCC Chief Finance Officer and Claire Morris, Head of Business Services and Assurance.

My office has provided the working group with two reports. The first to update them on the forecast outturn of the police budget as at Period 6, and the other to update them on the progress of the 2023/24 budget setting process.

I understand that the Chair of the working group will be reporting to the Panel on the key aspects from this meeting, and I am content to answer any questions that may subsequently arise.

## **7. Deputy Police and Crime Commissioner**

Emma Daniell in her role of Deputy Police and Crime Commissioner is seeking to ensure that there is a greater focus on crime prevention by Warwickshire Police and our joint partner agencies.

Emma is therefore supporting the implementation of the 'Serious Violence Strategy' across the county and is the Deputy Chair for the Serious Organised Crime Joint Action Group (SOCJAG). Emma is also the Senior Responsible Officer for the Drug and Alcohol Strategic Partnership, bringing together all joint partner agencies in a cohesive way to ensure that Warwickshire can deliver on the 'National Combatting Drugs Outcome Framework'.

Emma continues to be a presence at events and initiatives across the county and country- attending the Lord Ferrers award in London with volunteers from our appropriate adult scheme.

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

My office is awaiting the arrival of the newly appointed Policy and Partnership Officer – Criminal Justice who commences in post on 1<sup>st</sup> December 2023.

Currently, my office is out to recruitment for an intern to support public affairs. This is a great opportunity to gain insight into policing and community safety. The role is for a fixed term period of 12 months.

## **9. National matters for consideration**

The PCC attended the joint NPCC/APCC Partnership Summit that took place on 9 November 2022.