



Office of the
Police and Crime
Commissioner
for Warwickshire

Police and Crime Panel

7 April 2022

Report of the Police and Crime Commissioner

Report Author	David Patterson OPCC Assurance and Scrutiny Officer
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Disclosable under Freedom of Information Act?	Yes

1. Introduction

The purpose of this report is to provide the members of the Warwickshire Police and Crime Panel (PCP) with an update on my key activities as the county's Police and Crime Commissioner (PCC) since the PCP's last meeting held on Thursday 15 November 2021.

This period excludes the meetings of the PCP on the 27 January 2022 and the 10 February 2022, which were solely convened to consider the Warwickshire police precept for the budget year 2022/23. I wish to put on record my personal thanks to the PCP for the scrutiny, challenge, and support that they provided during this important democratic process of considering and agreeing the precept.

2. National Issues

2.1 PCC Part 2 Review

On 7 March 2022, the Home Secretary made a Written Ministerial Statement (WMS) regarding the Government's manifesto commitment to expand and strengthen the role of directly elected Police and Crime Commissioners, including the findings from the second part of the internal review into the role.

The two-part Review is intended to ensure that PCCs can focus more sharply on local crime fighting, with stronger accountability to those they serve. I have previously provided the PCP with an update on the recommendations from Part One of the Review, which focused on making it easier for the public to hold their PCC to account for their record on delivering the safer streets.

In March 2021, a package of measures was announced by the Home Secretary in respect of Part One and an update was provided in the MWS on two of the specific measures: -

1. The 'levelling up' of PCCs by providing them with a wider functional power of competence, so they have parity with the equivalent powers held by fire and rescue authorities and most mayoral combined authorities.
2. A pledge to consult on changes to the Policing Protocol Order. This is a document that sets out the roles and responsibilities of various people involved in policing, such as PCCs, chief constables and police and crime panels. Therefore, a targeted, stakeholder consultation is to be launched to seek views from policing partners on how the document should be refreshed to provide a 'brighter-line' on the boundaries of operational independence and to better reflect the role of the Home Secretary. It is essential that all those involved in policing understand their respective roles.

The focus of the second part of the Review is to ensure that PCCs have the information, levers, and tools to help cut crime, drugs misuse and anti-social behaviour - the '*and crime*' part of the PCC role.

A summary of the conclusions are as follows: -

- **Cement PCCs' role in offender management:**

A new statutory duty to 'lock-in' collaborative working between PCCs and the Probation Service. In conjunction with the other measures this will help align the work of PCCs and local probation services around their shared goal to break the chain of reoffending.

- **Improve the way PCCs work in partnership with others to fight crime and support victims:**

It is essential that PCCs can bring local agencies together to tackle the issues that blight their communities – like drugs misuse, anti-social behaviour, and neighbourhood crime. As such, the guidance that underpins the PCC role in convening partners to fight crime and drugs misuse will be strengthening.

In addition, PCC's will have a leading role on Local Criminal Justice Boards, support the work on Violence Reduction Units and clarify the local crime prevention landscape through an in-depth review of Community Safety Partnerships in England and Wales. The Government will introduce the Victims' Bill as soon as possible.

- **Improve public confidence in policing:**

PCCs must visibly hold the police to account on behalf of their whole community and use their role to help uphold police legitimacy. PCCs will be supported by clarifying the Government's expectations in this regard and be supported by access to the best possible evidence about what helps foster local confidence in policing.

- **Improve PCC's access to criminal justice data:**

Without sharing information on a timely basis, local crime fighting activity cannot be delivered in a joined-up way. It is therefore proposed to take steps to support a more data-confident culture by issuing new central guidance, supported by examples of local good practice, and bolstering the ability of PCCs to use this information more confidently.

- **Ensure there is effective local scrutiny:**

The Government want to see police and crime panels acting as critical friends, helping the public to understand how their PCC is doing on the issues that matter to them. The Review found that independent members on panels were important, bringing relevant skills, expertise, and greater diversity; the Review will therefore focus on improving their recruitment and retention. The Government will also look at whether a regional model of panel support could improve the professionalism, quality and consistency of the support provided to panels.

- **To help ensure the public can complain about their PCC if needed and trust that their complaint will be handled fairly and consistently:**

Police and Crime Commissioners are elected representatives, held to account to the public via the ballot box. The Home Office will further consider the processes for how complaints of criminal misconduct are handled, and the scope to align a new code of conduct with the regime for mayors and councillors in local government.

2.2 State of Policing 2021

On 10 March 2022, Sir Tom Windsor as the Chief Inspector Her Majesty's Inspector of Constabulary (HMIC), after nearly a decade in the role, published his final annual report on his assessment of the effectiveness and efficiency of policing in England and Wales.

There are several observations that Sir Windsor makes upon reflecting his ten-year tenure as HMIC. Most notable, is that there have been a significant number of changes during this period that have probably been more radical than any for a hundred years. This includes the establishment of PCC's.

His assessment is that over the ten years, there have been many improvements in the things the police do and how they are done. There have been critical advances in several fields of policing, including domestic abuse; child protection and sensitivity to the needs of the most vulnerable; crime recording; the quality of some investigations; relations with the public; and diversity in policing. Most forces are now better at assessing and planning for future demand, and in understanding the capacities and capabilities of their workforces

However, he asserts that only perfection is incapable of improvement, and the police are far from perfect. There are things which need to get better. Therefore, conditions in society, and police efficiency and effectiveness, have not in every respect improved to the extent the public would reasonably expect. Some of these problems are attributable to increases and changes in demand, reductions in police numbers (now being reversed) and financial constraints. Some are attributable to failures in forces to become sufficiently efficient.

The Chief Inspector also reflected on recent evidence of toxic behaviour and attitudes demonstrated by some police officers. He said that when public trust in the police is damaged, it is essential that public reassurance in the integrity and professionalism of the police is restored and reaffirmed as quickly as possible.

Of resonance are his following comments, which I fully endorse, "*The severity of the problems that our police service now faces should not be underestimated, but the public should be reassured by the strong, pragmatic, and professional approach of police officers and staff. They should stand in admiration of their fortitude and bravery in facing sometimes mortal danger and the worst things which happen to people, and which people do to others. The public can and must trust the police.*"

The report is very comprehensive and can be found at: [State of Policing: The Annual Assessment of Policing in England and Wales 2021 - HMICFRS \(justiceinspectorates.gov.uk\)](https://www.justiceinspectorates.gov.uk/hmicfrs/state-of-policing-2021/)

2.3 National Policing Measures

As part of the Government's strategic priority for there to be a relentless focus on cutting drive to improve police performance, the National Policing Measures have been introduced. These set out the Government's key national priorities on crime and the measures fall under the following headings: -

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

The measures are intended to help focus effort on key national priorities, allow performance to be measured and help to demonstrate value for money in policing.

2.3.1 Specified Information Order

As part of the National Policing Measures, an amendment has been made to the Specified Information Order 2011 (SIO). This places a duty on PCCs to publish certain information within specified timescales, and for that information to be reviewed at prescribed frequencies.

The amended Order was introduced in May 2021 and requires PCCs to provide a statement on the contribution of their force to achieving improvements against those priorities. It is recommended that this statement includes: -

- Reflections on force performance and how the force has contributed towards the delivery of the national measures, including contextual information that might help explain that contribution.
- A summary of planned action for the next quarter to drive the force's performance against applicable measures.
- An explanation of which of the Measures are assessed to be applicable and which are not applicable in the local context, including the reasons for that assessment.

My Police and Crime Plan 2022-2025 has now been published and I have already had discussions with the Chief Constable as to the methodology by which this process will be adopted. I will be publishing my first SIO response to the National Policing Measures later this month.

3. Warwickshire Police

3.1 Evolve

Following the termination of the strategic alliance with West Mercia Police, I have continued throughout to provide briefings and updates to the PCP. The last, and arguably the most significant and complex, element of the termination under the Evolve change programme was the separation of Warwickshire Police's ICT to a stand-alone arrangement.

I am pleased to be able to report that in January 2022 the migration of the ICT was successfully completed, and the force now have an entirely new operable digital infrastructure, providing excellent connectivity and supporting the latest technology through the rollout of brand-new laptops and mobile phones to the workforce

Whilst the advantages provided by this innovative technology are yet to be fully realised, the force are starting to plan for how the returns from these investments will be maximised to ensure that the workforce realise the full operational benefits, to the benefit of the residents and communities of Warwickshire.

3.2 Operations Communication Centre

On 16 March 2022, as an integral part of the Evolve change programme, the long-awaited migration of Warwickshire Police's Operations Communication Centre (OCC) from its current base in Leek Wootton to a newly refurbished facility at Stuart Ross House took place.

I am pleased to be able to report the migration was conducted successfully and without significant interruption this critical service. I have confidence that the benefits of this move will soon be realised, as a consequence of the upgraded ICT and the improved facilities and working environment at Stuart Ross House leading to greater health, welfare and morale of the workforce located there.

3.3 Empower

Warwickshire Police have embarked on a holistic review of its operating model to ensure that the force strives for continuous improvement, to deliver an effective and efficient service to meet the ever-changing nature of the environment in which it operates and to better satisfy the public's priorities and expectations.

This change programme is entitled 'Empower' to capture the engagement and enabling involved in shaping the force's medium-term future. The strategic intention is to deliver the absolute best policing services with the funding and resources available, to successfully deliver on the force's 'Fit for the Future' strategy and the ambitions of my 'Police and Crime Plan.'

Under this change programme, there are three workstreams of activity: -

1. Empower: People

An extensive review of the force's operating model, ensuring it can meet current and future demands.

2. Empower: Place

An extensive review of the force's police estate and fleet, ensuring that it is fit for the future.

3. Empower: Technology

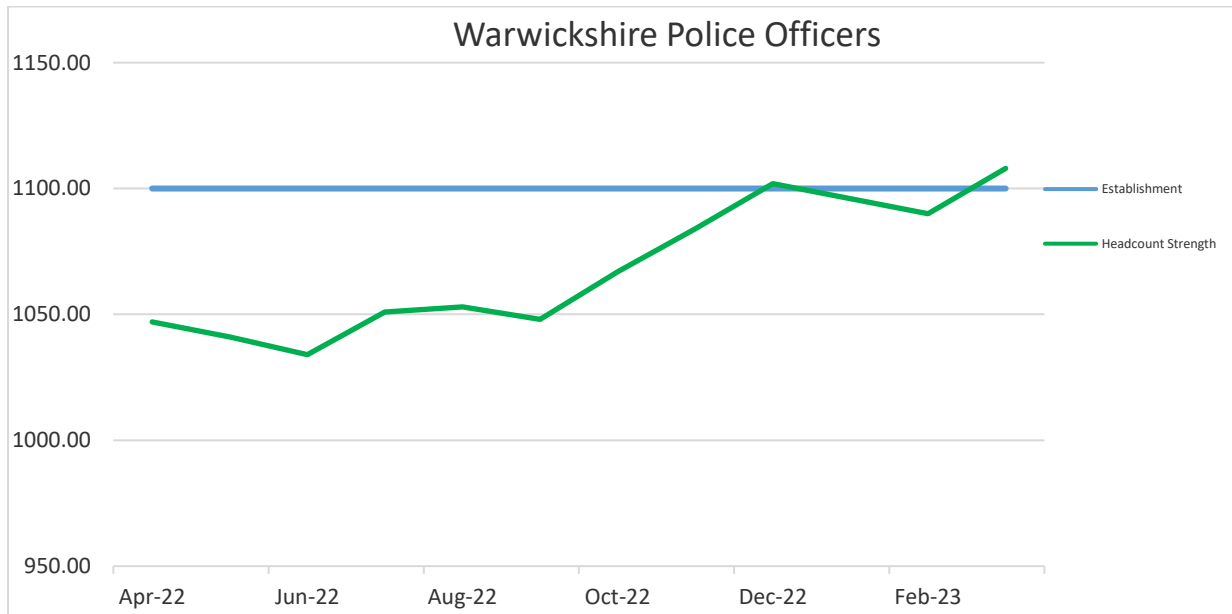
Ensuring the ICT investments are maximised and that the modern technologies introduced under the Evolve programme are fully embraced.

The programme is well underway and is anticipated to report its recommendations in late Quarter 1 of 2022/23.

3.4 Establishment

Throughout my term of office, I have given an undertaking that the additional funding that taxpayers across Warwickshire have contributed through the police precept over the last few years would be used to increase the number of police officers in the county, to ensure that policing numbers would top the 1,000 mark - one of the key priorities of my Police and Crime Plan 2016-2022.

I am pleased to be able to report that this ambition continues to be achieved, where the actual numbers of Warwickshire police officers currently stands at a headcount of 1,033 officers. This number is projected to further increase through the Governments 'Uplift' programme of recruitment to achieve a force establishment of 1,100 officers during 2022/23, as the following graph illustrates: -



Graph 1 - Police Officer Establishment and Force Strength

3.5 Force Performance.

Since the last meeting of the PCP in November 2021, meetings of the Planning and Performance Working Group Working Group, and the associated Task and Finish Group, have taken place on the following dates: -

- 6 December 2021
- 7 January 2022
- 10 January 2022
- 3 March 2022

Since the last meeting of the PCP in November 2021, meetings of the Budget Working Group have taken place on the following dates: -

- 24 January 2022
- 31 March 2022

I understand that the Chairs of the respective Working Groups will be reporting to this meeting of the PCP, and I am content to answer any questions that may subsequently arise.

3.5.1 County-lines.

I know that the scourge of County-lines is of concern to the PCP and the residents and communities of Warwickshire, due to how it preys on the young and the vulnerable, and the devastation that it can bring to many lives.

To provide some reassurance that the matter is being addressed across the county, I am pleased to report to provide that following recent proactivity during a County-lines Intensification Week in mid-March, Warwickshire Police achieved the following successes: -

- 29 x Arrests across Warwickshire of predominantly adult male offenders.
- 15 x Properties across Warwickshire were searched.
- 6 x County-lines have been disrupted across the county.
- 4 x Safeguarding referrals across Warwickshire (Children aged 15-18)
- £379k cannabis seized, including £70k found by the South Warks SNT
- £4.4k in crack cocaine and heroin seized:
- £1.7 k cash seized from people in custody

3.6 Holding to Account.

To facilitate my statutory duty and electoral mandate under the Police Reform and Responsibility Act 2011 to 'hold to account', on behalf of the public of Warwickshire, the Chief Constable (CC) of Warwickshire Police for policing services, I hold a formal 'Performance Accountability Meeting' (PAM) each month with CC Tedds and senior officers from the force. The PAM provides an opportunity to scrutinise performance and raise issues with the Chief Constable of particular interest or concern.

A 'spotlight' subject is also selected for each monthly PAM to enable additional scrutiny on a topic of particular interest or concern. Since 2021, these have been: -

3.6.1 Spotlight Subjects

- January - Hate Crime.
- February - Cyber Crime.
- March - Change Management.

- April - Repeat Victims.
- June - Diversity.
- July - County-lines.
- August - Evolve Programme.
- September - Public Contact.
- October - Domestic Abuse and Violence Against Women and Girls.
- November - Road Safety.
- December - Strategic Assessment

2022 Spotlight Subjects

- January - Sustainability.
- February - Investigations and Outcomes / VAIWG Strategy¹
- March - Homicide and National Policing Measure
- April - Crime Profiles

Refreshed arrangements for my 'holding to account' responsibilities with the Chief Constable are in the process of being implemented to ensure that they are sufficiently robust to fulfil my responsibilities to secure an effective and efficient police service for Warwickshire, and to achieve the ambitions of my new Police and Crime Plan 2022-2025.

4. Office of the Police and Crime Commissioner (OPCC).

4.1 Deputy Police and Crime Commissioner

I have made the decision to appoint a Deputy Police and Crime Commissioner for my remaining term of office. An advertisement for the position was placed in February 2022 and interviews have taken place. I will inform the PCP once recruitment has been further progressed for the preferred candidate so that a Confirmation Hearing of the PCP can be convened within the prescribed period.

4.2 Commissioner's Grants Scheme.

On the 2 December 2021 I launched my 'Commissioner's Grant Scheme', designed to support projects and initiatives that help boost community safety and victim care across Warwickshire, and in doing so contribute to the ambitions of my Police and Crime Plan, namely: -

- Deliver visible and effective policing

¹ Violence Intimidation against Women and Girls

- Fight crime and reduce reoffending
- Keep people safe and reduce harm
- Improve the justice experience
- Strengthen communities

This is an annual award and is the sixth year that I have made the funding available, with well over £5.5 million distributed to community initiatives in that time. This scheme is in addition to the £1.2 million of commissioned services that I also fund each year to provide support services for victims of crime, domestic abuse, sexual abuse, and child exploitation, as well as drug and alcohol interventions.

A total of seventy-seven applications have been received from many private, public and third sector organisations seeking funding from the amounts I have made available in the following categories: -

- General Grants = £310,000
- Road Safety = £250,000
- Community Safety Partnerships = £159,000

All applications have undergone evaluation and a process of due diligence by the OPCC. Final decisions are being made and applicants will be notified shortly of the awards made.

5. Engagement.

The following are some of my most recent and significant engagements: -

5.1 Engagements

I have also participated in a diverse range of meeting with elected officers, partner agencies, third sector organisation and members of the public, including: -

January 2022

- 04/01/2022 - Leek Wootton Parish Council Meeting
- 14/01/2022 - Walkabout at Stratford upon Avon with residents

February 2022

- 10/02/2022 - Chair of Local Criminal Justice Board Meeting
- 15/02/2022 - Visit to Warwickshire Road Safety Unit at Rugby

March 2022

- 09/03/2022 - Safer Warwickshire Partnership Board
- 10/03/2022 - Warwickshire Road Safety Partnership
- 10/03/2022 - Stoneleigh and Ashhow Parish Council Meeting
- 11/03/2022 - Coventry & Warwickshire Climate Change Summit

- 15/03/2022 - Leek Wootton Parish Council Meeting
- 17 & 24/03/2022 - Warwickshire Police Awards Nights²
- 21/03/2022 - Safer Streets Community Event³
- 26/03/2022 - Meon Vale Public Meeting
- 24/03/2022 - Meeting with the Head of Professional Standards Department
- 29/03/2022 - Meeting with Policing Minister Kit Malthouse MP.

April 2022

- 06/04/2022 - Stratford Oversight and Scrutiny Meeting
- 07/01/2022 - Meeting with Derrick Campbell, Independent Office for Police Conduct (IOPC), Regional director for the Midlands

As regards future engagements, I am soon to meet with detectives from Warwickshire Police's CID and the Child Exploitation, Abuse and Trafficking (CATE) team, to better understand the nature of their work. Also, I will be visiting Stuart Ross House to engage with the staff there and to see for myself the new facilities of the Operations Communication Centre.

The recent addition of an Engagement Officer to the staff of the OPCC will undoubtedly improve my engagement opportunities, as the purpose of this new role is to extend my reach into Warwickshire's diverse communities to listen and better understand their concerns and priorities and at the same time explain my role and communicate the extent of my work and that of the OPCC.

5.2 Joint Audit and Standards Committee (JASC)

On the 16 March 2022, I participated in the force's JASC. This committee provides independent advice and recommendations to both me as PCC and the Chief Constable on the adequacy of the governance and risk management frameworks, the internal control environment, financial reporting and ethics and standards, thereby helping to ensure efficient and effective assurance arrangements are in place. I value the work of the committee and thank its members for their professionalism, scrutiny, and insight they provide in discharging their responsibilities.

5.3 BlueLight Commercial Limited.

On 9 March 2022, I participated in the Annual Planning Conference as a member of the board of BlueLight Commercial Limited. The purpose of this company is to act as a national police procurement support company, providing improved efficacy and efficiency and economies of scale in procuring goods and services for the 43 police forces of England and Wales. These vitally important bodies spend around

² attended by Chief Executive due to PCC Self-isolation

³ Attended by Chief Executive due to PCC Self Isolation

£2.5billion of public money annually and I am grateful to be afforded the opportunity to shape the future in this area of governance and financial prudence.

6. Formal Decisions.

A list of my formal decisions made can be found on the OPCC website at: -
<https://www.warwickshire-pcc.gov.uk/your-pcc/decision-making/>

A handwritten signature in black ink, appearing to read 'Philip Secombe', written in a cursive style.

Philip Secombe
Police and Crime Commissioner for Warwickshire.