



Philip Seccombe
Police and Crime
Commissioner
for Warwickshire



Annual Report

2022/23

Reduce crime, support victims, make communities safer

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Foreword

Police and Crime Commissioner

This is the seventh annual report during my time as Police and Crime Commissioner for Warwickshire. It outlines the progress made over the course of 2022/23, an exciting year that marked the beginning of the implementation of my new Police and Crime Plan, which sets out my core aspirations for police, criminal justice and community safety until 2025.

A huge amount of activity has taken place to improve the efficiency and effectiveness of policing and ensure communities are protected from crime and the most serious of harms, with strong support in place throughout criminal justice processes to help victims cope and recover. That is accomplished not only by the police, but also via excellent partnership working, which has been enhanced in numerous key areas and is an important component of my office's work.

I was joined this year by my new Deputy Police and Crime Commissioner, Emma Daniell. Her recent operational policing background has been invaluable in providing a distinct perspective to my office, assisting me in holding to account the Chief Constable and in identifying areas of performance where further improvements can be made by the force.

We have achieved continued success in boosting police officer numbers. My target of bringing the force up to 1,100 police officers was met by the end of the year and marked a high waterline for policing in the county. This has been achieved through additional funding from local taxpayers and the Government's Police Uplift Programme and is a huge achievement. The same energy will now be placed into maintaining and, as funding allows, expanding those numbers while also seeking to ensure that current vacancies within PCSO and police staff roles are also filled.

The past year also saw a moment of significant national importance with the death of Her Majesty Queen Elizabeth II in September. During her long and remarkable reign, she showed unstinting and steadfast dedication to public service which will continue to provide a great example to everyone in public life for many years to come.

It was with great pride therefore that I took part in civic services in the county to commemorate her remarkable reign. Likewise, officers from Warwickshire Police took part in the policing of Her Majesty's funeral, offering one final duty to the monarch they had pledged to serve. In the same way, officers from Warwickshire have played their part in keeping the King's peace during the Coronation in 2023, which should again be a source of tremendous pride.

Continuing that theme of looking forward, I will be working hard across the remainder of this term of office to deliver my plan to reduce crime, support victims and make communities safer.

Philip Seccombe TD

Police and Crime Commissioner for Warwickshire

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Deputy Police and Crime Commissioner

I have been in post for 12-months now and the time has flown by. I have increased the engagements that our office completes with both partner agencies and our wider communities.

I have particularly enjoyed the opportunity to speak with youth representatives, either through the Warwickshire Police Cadets, schools, and organisations that our grants have supported. Listening to the voices of young people is crucial to how we can develop better strategies to increase community safety.

I am the Senior Responsible Officer for the delivery of the Drugs and Alcohol Strategic Partnership across Warwickshire and I am supporting the delivery of the Serious Violence Strategy for the county. Both roles are fundamental in bringing all partners together to ensure that we collectively deliver better outcomes for some of the most vulnerable people in our communities.

I continue to support the delivery of the ambitions of the Commissioner's Police and Crime Plan 20221-2025 and I am looking forward to continuing with my commitment to spending more time with officers on the frontline to see how we can support and drive improvements in how Warwickshire delivers policing.

Emma Daniell

Deputy Police and Crime Commissioner for Warwickshire

1. Public trust and confidence

1.1 Police vetting

Following recent criminal cases involving Metropolitan Police Officers there has been much justifiable outrage and concern regarding the police service's vetting procedures and counter-corruption arrangements, which are there to provide assurance regarding the suitability of police officers to serve in this responsible and powerful role. Forces need effective systems to prevent unsuitable applicants from joining, but no system is watertight so, inevitably, timely reviews are required throughout the duration of officer's and police staff employment. Some who are assessed as suitable when they join may become unsuitable later in their career. When this happens, the police service also needs effective systems to identify these individuals and, if necessary, dismiss them.

On 2 November 2022, His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) published its report: 'An inspection of vetting, misconduct, and misogyny in the police service.' This also included assessing forces' abilities to detect and deal with misogynistic and predatory behaviour by police officers and staff. In the report, there were five areas for improvement identified and 43 recommendations made. My response to this report has been published on the OPCC website in accordance with Section 55(1) of the Police Act 1996. I continue to monitor the force's response and progress against the recommendations through existing governance and 'holding to account' arrangements.

In January 2023, The Home Office introduced further measures to root out police officers who are "not fit to serve". Consequently, the National Police Chiefs Council has requested that all police forces in England and Wales to cross-check their officers against the National Police Database to identify offenders who may have remained undetected. I can report that Warwickshire Police are in the process of complying with this request under its comprehensive Operation Amethyst. The processes to be adopted for any adverse finding have been discussed with the chief constable.

In addition, the Home Office has consequently launched a review of the police disciplinary system to make sure officers who are not fit to serve the public and fall short of the exacting standards expected of them can be sacked. The review is expected to be completed within four-months. I welcome the Home Office's intervention in reviewing the current arrangements and fully endorse the stance taken.

1.2 Casey Report

On 21 March 2023, Baroness Louise Casey published her report 'An independent review into the standards of behaviour and internal culture of the Metropolitan Police Service', which was commissioned in the wake of Sarah Everard's murder. The following is the media release that was issued in response: -

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“The Baroness Casey Review makes for horrific reading, not only in terms of the standards of behaviour it has uncovered within the Metropolitan Police but also for the impact these have on confidence in the police service more widely. Members of all communities will feel significantly let down and angered by the racism, sexism, and homophobia the report highlights. So too will the many hardworking officers and staff within policing for whom such behaviour is totally abhorrent”.

While the report raises significant questions about the culture and the leadership of the Metropolitan Police, there are cases of police abuse of authority, corruption and criminality which have emerged in forces all over the country, including examples from Warwickshire. It is therefore not enough to assume that it is only for the Metropolitan Police to fix its problems and that all will be well; every police force needs to look at the findings of this report and ask themselves whether any similar behaviours exist in their workforce. Only by doing so can the public have that full reassurance that misogynistic, homophobic, and racist behaviour is properly being rooted out at the earliest opportunity.

I am committed to ensuring that the standards of behaviour within Warwickshire Police are at the very highest level and have supported the chief constable with increased resources each year to help drive forward change and reform. In return, it is my role to hold the chief constable to account and ask searching and sometimes difficult questions on behalf of residents, in order to obtain that reassurance and to help restore trust and confidence.

I will now be studying the recommendations of the Casey Review to understand how they may be applicable to us here in Warwickshire. Only by answering the legitimate questions that arise from such a damning assessment of behaviours can policing demonstrate that it really does have officers and staff of the highest calibre and that arrangements to protect the public from those who seek to subvert the system are robust and effective.”

I hope that the action that I am taking provides reassurance to Warwickshire's communities that these important matters, which cause so much damage to public confidence in the legitimacy of the police service, are being appropriately addressed with the urgency and vigour that they deserve.

2. Office of the Police and Crime Commissioner

This year has been a time of consolidation following the fundamental changes to the Office of the Police and Crime Commissioner's (OPCC) organisational structure that took place in 2021/22. The changes better support both me and the Deputy PCC in our respective roles and responsibilities and help deliver the goals of the Police and Crime Plan more effectively and efficiently.

The management team enhances capability and resilience. The four teams in the office have improved accountability and efficiency and each have their own clear responsibilities and objectives: -

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1. Business Services and Assurance
2. Policy and Partnerships
3. Finance and Commissioning
4. Communications and Engagement.

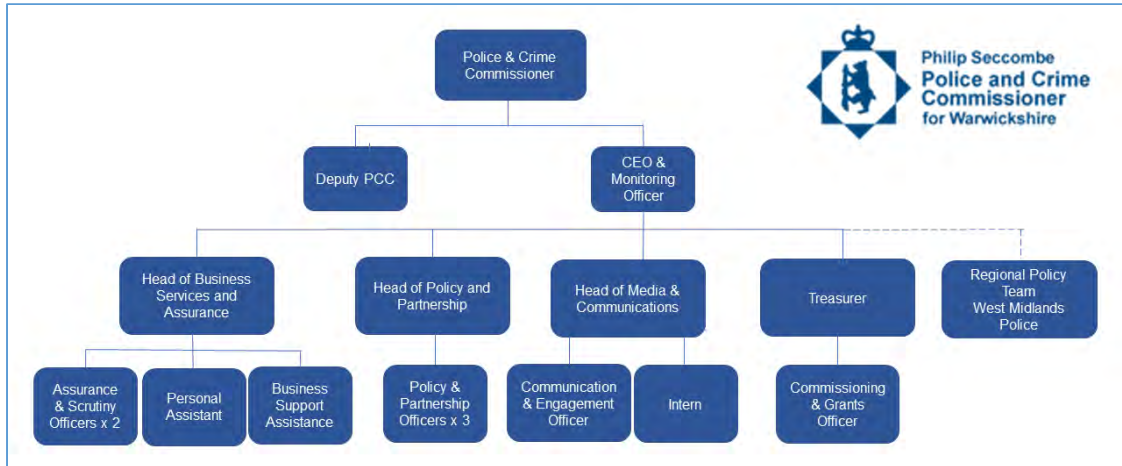


Figure 1: OPCC structure chart

There have been some departures of staff to face new challenges, and I sincerely thank them for their contributions. I have also been pleased to welcome their successors and value the fresh perspectives and experience that they bring.

There will be further recruitment to the OPCC in 2023/24 with the addition of an Intern to support Public Affairs. This will be a first for my office and an exciting development opportunity for the successful candidate.

3. Police and Crime Plan

My second term of office came with the statutory responsibility of preparing a new Police and Crime Plan for 2021-2025, ensuring that Warwickshire Police and other partners including those with responsibilities for community safety focus on the issues which are of greatest concern to the county's communities. The Plan can be viewed in full at: <https://www.warwickshire-pcc.gov.uk/police-and-crime-plan/>



Figure 2: Police and Crime Plan 2021-2025 - Plan on a Page

This was the second year of delivering on its ambitions and a summary of the activities undertaken in support of the objectives of its priorities and focus areas are as follows: -

Priority 1: Fight crime and reduce offending

Focus area: Violent crime

Serious Violence Duty

On 16 December 2022, the Home Office released the awaited statutory guidance in relation to the new Serious Violence Duty, which came into effect on the same day. This duty, which applies to a range of specified authorities in Warwickshire, requires them to work together to prevent and reduce serious violence and the causes of that violence, and to prepare and implement a strategy to do so.

Whilst neither I nor my office are a specified authority and so are not a 'duty holder', it is necessary that as the 'local policing body' I work closely to oversee and support local implementation of the requirements. In advance of the arrival of the new duty my office worked closely with local duty holders, in particular Warwickshire County Council (WCC), to put the necessary governance and delivery arrangements in place to ensure the success of the initiative.

Due to the work of partners in Warwickshire that has been led by WCC and actively supported by my office, we are in a strong place locally in relation to these Duty requirements. For example, the county already has in place a 'Serious Violence Prevention Strategy' and work is underway to finalise the delivery plan.

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In addition, my office has also secured funding from the Home Office to support implementation of the new Duty in Warwickshire and is working closely with local duty holders to ensure this funding is appropriately and effectively targeted.

Focus area: Serious Organised Crime

SOCJAG

The county's Serious Organised Crime Joint Action Group (SOCJAG) is a long-established partnership that has been supported by my office since its inception. Given some of the strong connections between SOC and Serious Violence, the group has been occupied over the year in developing the county's Serious Violence Prevention Strategy.

Now that this strategy is in place, and statutory guidance for the new Serious Violence Duty has been published and the requirements more clearly understood, it is now time to reflect on the role of SOCJAG in the county, and how better to provide strategic partnership governance and oversight to both SOC and Serious Violence Prevention. My office has therefore recently convened a strategic meeting of relevant partners in the county to discuss options for future development and oversight of SOC in Warwickshire.

County-lines

Of particular concern to Warwickshire's communities is the menace and misery caused through county-lines criminality, particularly given the associated 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.

County-lines activity predominately originates in metropolitan areas and its effects imported into rural counties. Warwickshire Police therefore continues to commit its officers and resources, along with those of the Regional Organised Crime Unit (ROCU) and the National Crime Agency (NCA), to tackling this pernicious form of criminality that damages society and exploits the vulnerable.

It is therefore of note that in that in October 2022 the force participated in a national County-lines Intensification Week. This activity resulted in the following results: -

- 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 continuing activity and success in disrupting and dismantling county-lines and Organised Crime Groups (OCG) is closely monitored through

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performance data provided by the force and the ROCU, this information enables me to effectively 'hold to account' the chief constable for the force's performance.

Modern Slavery and Human Trafficking

Modern Slavery and Human Trafficking (MSHT) is an often-unseen component of Serious Organised Crime (SOC). My office is now a member of the West Midlands Anti-Slavery Network, thereby enabling a better understanding of the regional picture and the challenges that this SOC activity presents.

My office is also a member of the Warwickshire Modern Slavery Steering Group and is actively supporting the Safer Warwickshire Initiative of improved training and education for MSHT 'first responders', so that the issues are better understood, and more victims are rescued from this pernicious criminality.

In addition, as part of my commissioning of new victim support services to commence in April 2023, I am introducing a new Independent Modern Slavery Advocacy (MSA) service. This initiative will significantly improve the support offered to victims and survivors of MSHT in the county.

Cyber-crime

Cyber-crime is another significant activity of SOC that is international in its origin and scope. Supporting victims of cyber-enabled and / or cyber-dependent crime is a priority for Victim Support, who I commission to support victims of crime in Warwickshire. Victim Support currently receive from Action Fraud approximately 250 victim referrals per quarter. Therefore, improving the connections between Victim Support, Action Fraud, and the Warwickshire Police Economic Crime Unit have been reviewed to ensure that the most vulnerable victims are being properly supported.

Focus area: Reducing reoffending

Substance misuse

My office has been working with our partners on delivering the local requirements arising from the Government's '10 Year Drug Strategy: From Harm to Hope'. Under this strategy there is a requirement upon every police force area to establish a Combatting Drugs Partnership (CDP) to help deliver against its aims and to jointly commission appropriate services and projects.

Warwickshire has been a step ahead of this requirement and had already created a Drug and Alcohol Strategic Partnership (DASP), which has now subsumed the requirements of a CDP. Emma Daniell as my Deputy PCC has been appointed as Chair of the DASP and Senior Responsible Officer (SRO) for the CDP. My office is working closely with Warwickshire County Council to support and further develop the partnership. The DASP has produced a new Terms of Reference, a local Drug Profile and Needs Assessment, a local Strategy, and an associated Delivery Plan. This initiative represents an excellent opportunity to help combat organised crime, County lines and the harm that drugs and alcohol inflict on our communities.

In relation to the issue of re-offending and substance misuse, additional funding has been allocated to police force areas for the introduction, or expansion, of the existing 'Drug Test on Arrest' (DTOA) programmes. The DTOA programme already exists in

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Warwickshire and occurs in police custody when a person is detained for certain 'trigger' offence, or on a senior officer's authority. The DTOA checks for the presence of opiates or cocaine. If a detainee tests positive, they can be referred to Change Grow Live (CGL), whose services I have commissioned, to receive treatment rather than go to court. If the person fails to engage with the programme, then they can be arrested. My office has worked closely with Warwickshire Police and CGL to establish appropriate pathways through which to channel the additional funding.

Reducing Reoffending Board

My office is a regular contributor to the RRB and is also an active member of the county's Community Safety Performance Challenge Group. Through this construct we have engaged in discussions with partners and have identified that there have been some issues with partners fully engaging in the work of the RRB. One of the key aspects is the drive to ensure that 'prevention and diversion' is at the heart of all community safety and crime reduction approaches in the county. As such, the historical work of the RRB, and the associated statutory requirements on partners, is now being delivered across a range of other existing forums. Consequently, the necessity for a dedicated RRB will now be discussed and a way forward agreed.

Warwickshire Domestic Abuse Perpetrator Programme

In August 2021, I collaborated with the Home Office in the funding of a new Warwickshire Domestic Abuse Perpetrator Programme (W-DAPP). During 2022/23, W-DAPP delivered 747 individual sessions and 30 group sessions to perpetrators of Domestic Abuse, seeking to prevent and divert them from their abusive behaviour.

W-DAPP also offers a 'wrap-around' provision of support to the connected victim-survivors of domestic abuse, and during 2022/23 has also delivered 548 individual and 62 group sessions to the victim-survivors.

On 31 March 2023, the current funding for W-DAPP is ending, but my office has been successful in securing a further £600,000 of Home Office funding over the next two years, which with my offer of match funding will continue to provide support to perpetrators and victims of these terrible crimes.

Priority 2: Deliver visible and effective policing

Focus area: Extra police officers

A key pledge of my Police and Crime Plan 2021-2025 is to have more police officers in Warwickshire, as part of my wider plans to deliver visible and effective policing. My ambition was to achieve a head count of 1,100 officers by year-end 2022/23.

I am therefore extremely pleased to be able to confirm that this figure has not only been met but has been exceeded, as at the end of March 2023 Warwickshire Police had 1113 officers in force. This means the county now has the largest number of officers in its more-than-160-year history, restoring numbers back to and then well above pre-austerity figures.

Since 2016, the numbers of police officers in Warwickshire have grown from around 800, thanks to a combination of increases in the local Council Tax Police Precept

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and funding from the Government's Police Uplift Programme. The force will now continue its recruitment programme to maintain numbers at or above 1,100.

This has been a huge achievement and is among the largest – if not the largest – percentage increases in officer numbers seen by any force in England and Wales.



Figure 3: Some of the new police officers recruited in 2022/23

Around 45% of the officers who have joined in the past 12-months are women, and just over 10% of all officers who have joined during this period identify as black, Asian, or mixed race. It is reassuring to see that the new officers to the force have a variety of backgrounds, cultures, and in some cases previous professional experience, as Warwickshire Police continue to build a diverse workforce that reflects the communities it serves.

As the new officers move through their training programme, the force will be able to ensure additional capacity within specialist teams; these include domestic abuse, rape, child abuse, trafficking, and exploitation teams, thereby enabling a better position to investigate complex incidents and crimes.

Together with the new Empower operational policing model the force is putting in place across the county in the coming months, the additional officers will also help to make a noticeable difference to police visibility. This is a key issue for many residents.

Focus area: 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. Our communities want to see their local Safer Neighbourhood Teams (SNT) stabilised and with more Police Community Support Officers (PCSO) to tackle

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persistent issues and increase police visibility and public confidence. Now that the target for police officer numbers has been reached, the force's recruitment activity in 2023/24 will be re-directed to the recruitment of PCSOs; alongside increasing the number of Special Constables who make a vital contribution to visible front-line policing. I will be doing all I can to support the force in achieving these aims in the coming months.

An example of the excellent work that the county's SNT's are engaged in to tackle persistent issues through a problem-solving approach can be found in 'Operation Redhill', which was undertaken in late 2022 by the Nuneaton SNT. It was conducted in Nuneaton town centre with the intention of cracking down on a small number of persistent offenders who were responsible for most of the shoplifting offences in the town, consequently undermining public confidence and affecting businesses. The operation involved SNT officers working covertly in plain clothes alongside uniform colleagues, resulting in 15 arrests and the remand of the most prolific offenders. The operation has subsequently been praised by the City of London's policing commander in his position as the national lead for business crime, who said it was an operation that 'set the standard' – an endorsement that I'm fully in agreement with.

Rural crime

I am committed to provide effective policing in our rural communities, who sometimes feel isolated, vulnerable and at risk. I therefore welcome the recent launch of a new 'Wildlife and Rural Crime Strategy 2022-25' by the National Police Chief's Council (NPCC), which reflects that wildlife and rural crime often equates to serious and organised acquisitive crime, committed by organised crime groups.

Warwickshire Police's Rural Crime Team (RCT) leads the force's response to rural crime and its 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 to law enforcement. Whilst there is strong alignment between the NPCC national strategy and the current Warwickshire strategy, my office is working with the RCT on refreshing the local strategy to ensure that it is entirely cohesive.

Operationally, the RCT continue to deliver impressive results. Notably, in March 2023 the RCT deployed with West Mercia Police on a cross-border operation recovering over £150k of plant and machinery from a rural residential site. It is reassuring that this team has been 'future proofed' in the force's Empower change model, thereby reflecting the priorities of my Police and Crime Plan.



Figure 4: The Rural Crime Team recovered £150k of stolen plant equipment.

Focus area: Transforming Warwickshire Police

Warwickshire Police are presently embarking on significant change programme called Empower, to which there are three separate strategic strands: -

Empower People

This has been initiated to create a new operating policing model for the force. Some aspects of the programme have already been enacted during a transition period in preparation for full implementation of the new model on Monday 24 April 2023. The model incorporates the following fundamental changes and additions to the operational delivery of the force's services to the county's communities: -

1. Local Policing Areas

This transition has included the establishment of three geographical policing areas for the county, namely North, South, Eastern. Each of these policing areas is now under the command of a Chief Inspector, supported by a team of Inspectors overseeing a range of Local Policing teams. It is intended that this localised responsibility and accountability will help drive improvements in performance and provide a better model for effective engagement with local communities and elected representatives.

2. Patrol Investigations Units

Whilst more serious crimes are investigated by CID or specialist teams, most crimes were previously investigated by the force's Patrol teams. When

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incident response demand is high, compounded by restrictive hours due to shift-work, it can leave little time for these officers to progress existing investigations. Under the new model there will be newly created Patrol Investigations Units to improve the effectiveness and efficiency for crime investigations that do not meet the threshold for CID involvement. The new teams will increase the overall number of offences that the force detects and improve satisfaction rates amongst victims of crime.

3. Resolution Centres

Each local policing area will have a Resolution Centre, providing front-counter services, recording and investigating certain less serious crimes. These new teams will allow the force to provide a more consistent, extended, and better service to the public at the police station front-counters in Nuneaton, Leamington, Rugby and Stratford.

4. Domestic Abuse & RASSO Teams

Recognising the very specific skills required to investigate high risk domestic abuse and rape and serious sexual offences (RASSO), the force will create new dedicated teams of specialist detectives. The teams will deliver first class investigations and ensure ongoing support to victims. The force is working hard to increase the overall number of detectives within the organisation, this will take time due to the training requirements. Plans are however in place to significantly increase the numbers of detectives throughout 2023.

5. Trafficking and Exploitation Teams

As detective numbers increase, the force will bring online a new Trafficking and Exploitation team. Human trafficking of both adults and children is becoming an increasing concern for police forces, and the new teams will ensure the force is well placed to investigate offences, safeguard victims, and ensure offenders are brought to justice.

6. Offender Management capability

The force will strengthen its approach to offender management, through its Offender Management Unit alongside investing in an uplift in officers within the Registered Sex Offender Manager Unit (RSOMU).

7. Road Safety Unit

The force is investing in state-of-the-art technology to improve road safety, such as new mobile camera capabilities, additional road safety schemes, resources and new processes to enhance road safety and make Warwickshire's roads safer for all.

8. Cyber and Digital

Increasingly, investigations require analysis and investigation of digital media devices. The force will double the number of Digital Media Investigators, supporting the overall drive to deliver better and quicker investigations. A new Cyber Prevent role is also being created.

9. Online Child Sexual Exploitation Team (OCSET)

The number of investigations into online child sexual exploitation continues to increase, and the existing team is no longer big enough. The OCSET sees a significant uplift in investigative resources to ensure offenders are brought to justice and children continue to be protected.

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10. Intelligence

A new and enhanced Intelligence Hub is created to provide better support to operational policing. The intelligence teams will be able to provide front line officers and investigators with access to live time intelligence.

11. Prevention Hub

Finally, but by no means least given the importance of reducing the number of victims, a new Prevention Hub will be created with a focus on preventing crime before it happens. The new Hub will contain a range of skilled practitioners including Crime Prevention Officers, Design out Crime officers, a Youth Engagement team, and Civil Orders officers.

Empower Place

In line with Warwickshire Police's 'Fit for the Future' strategy. The force's Estates Strategy is being delivered under the Empower - Place change programme and has the following priorities: -

- Developing an estate that reflects modern day policing requirements.
- A growing workforce that is inclusive and representative of the communities that the force work within, with the right skills and equipment for the job.
- A commitment to a greener force which positively contributes to a sustainable environment.
- Delivering a good and balanced budget.

The strategic intentions of the programme are : -

- To update the estate in line with policing requirements into the future
- To maximise utilisation of our freehold estate by embracing new technologies and supporting agile working.
- To improve working conditions and the appearance of the estate, with a particular focus on safety and wellbeing, in line with staff and public expectations.
- To adapt the estate to ensure that it is fit for a sustainable future.
- To align the physical security provisions to modern information assurance requirements and physical threat profiles.

This change programme continues to be scrutinised and monitored by the OPCC through representation at the force's 'Infrastructure Steering Board'.

Empower Technology

This programme concerns the force's recent and significant investment in technology to maximise its potential and ensure that the efficiencies are realised. Some of the benefits already realised are summarised as follows: -

1. Improving demand management

Updated systems and applications used in the Operations Communication Centre at Stuart Ross House to improve the speed and reliability of response to emergency calls – for example a new digital ring-fencing process has been introduced that prioritises the 999-call answering, plus What3Words has been integrated with the force's systems to assist in identifying where a caller is located, as well as numerous improvements to the technical resilience.

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2. Making it easier to connect

To make it quicker for people to use mobile phones and access web content, 5G is now enabled on all force-issued mobile phones – meaning faster downloads, quicker uploads, more people connected at the same time and fewer delays. In addition, wi-fi networks have been improved to make it easier to use mobile phones.

3. Cost Savings

- i. With the now widespread use of MS Teams, the force is saving approximately £278k annually on the cost of BT conference calls and associated software and hardware contracts.
- ii. The Digital Services Team has completed decommissioning kit, so that several tons of equipment have been removed and reduced the associated power consumption and maintenance costs.

4. Technical solutions for operational processes

- i. To improve the quality of investigations, LongArm has been launched - secure internet investigation software to research, capture and present internet-based evidence that is compliant with legislation and preserves the evidential chain.
- ii. To improve how suspects are identified, the force has introduced a new cloud-based application called PROMAPS, which is a more secure and efficient way of managing video identification parades.
- iii. Working with the Home Office and Fujitsu, the force is making good progress on our Law Enforcement Community Network (LECN) connection, successfully reaching the third milestone of implementation.

This exciting and innovative change programme continues to be scrutinised and monitored by the OPCC through representation at the force's Change Board.

Priority 3: Keep people safe and reduce harm.

Focus area: Violence Against Women and Girls

My office has worked 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 conclusions of a Warwickshire VAWG 'Call for Evidence' and is a timely piece of important work. This work has now reached conclusion, with a definitive version of the new VAWG strategy ready to publish. Work continues with the associated Delivery Plan. The strategy is closely aligned with the county's 'Serious Violence Prevention Strategy' and with my Police and Crime Plan, with my office actively involved in supporting this work and in making its own commitments to this critical area of concern.

My office has also sought increased involvement in the work of Domestic Homicide Reviews (DHR) and is now a contributor to the Warwickshire DHR subgroup of the VAWG Board. This is because of my desire to have greater oversight on how the learning from DHRs is being spread around the county.

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Focus area: Vulnerability

Hate Crime

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

My office is also working in partnership with Warwickshire County Council and the Equality and Inclusion Partnership to organise the next Safer Warwickshire Partnership Board 'Big Conversation' event. It is scheduled to take place on 14 June 2023 and by enabling partners to collaborate it seeks to address the hate crime and discrimination that is faced by Warwickshire's communities.

Homelessness

Under the focus area of Vulnerability, my office has sought to help fulfil a commitment made in the Police and Crime Plan to address the association between vulnerability and offending with homelessness:

"The link between homelessness and vulnerability through drug and alcohol use is also well known, as is the impact it has on driving people towards crime and increasing reoffending rates. I will work with partners to help identify the local drivers to homelessness and the links to offending, supporting the efforts to tackle these through the county's Homelessness Strategy."

Through our preparations for the next round of commissioning, my office has included a requirement in the specifications that is akin to the 'Duty to Refer' under the Homelessness Reduction Act 2017. Whilst the Police and Crime Commissioner is not a 'specified public authority' under this Act, and therefore does not hold the duty, we have sought to encourage better awareness and support for people who are homeless or at risk of being homeless by requiring future commissioned service providers to understand the duty and make referrals, as necessary.

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. The Plan makes a specific commitment to reducing problem-gambling and gambling addiction in Warwickshire - due to its links it has with vulnerability, offending and substance misuse - by providing better awareness of the issues 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 training in Gambling Harm Awareness. This is designed to ensure that hidden harms are holistically recognised by all services. Where problem-gambling is identified, the service provider will be expected to refer the service user into appropriate gambling support services.

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It is hoped that these new requirements placed upon future commissioned services will help to comprehensively address service users' vulnerabilities and contribute towards reducing their risk of exploitation, further victimisation, and offending.

Modern Slavery and Human Trafficking

The recently completed Warwickshire Victims of Crime Needs Assessment led by my office has comprehensively informed the recent commissioning of victim services that I fund. It was clear from the assessment that more must be done to support victims of Modern Slavery and Human Trafficking (MSHT) in Warwickshire, many of whom are vulnerable and exploited by organised crime groups.

Following this research, my office has designed and commissioned the 'Independent Modern Slavery Advocate Service' (IMSA). The innovative IMSA role was inspired by the progressive work of several MSHT support organisations across England and Wales. The West Midlands Anti-Slavery Network were the successful tender for the IMSA service and will work closely with all agencies engaged in the challenge of addressing MSHT in Warwickshire.

Most importantly, the IMSA will work with Warwickshire Police to develop a better understanding of the pernicious nature of MSHT, providing appropriate support to its victims, and ensuring the county continues to strengthen its performance in this complex and challenging landscape.

The provision of the IMSA role will also strengthen the work of the multi-agency Warwickshire Modern Slavery Steering Group Steering Group, at which my office is represented.

Focus area: Road Safety

Warwickshire Road Safety Partnership

As Chair, of the Warwickshire Road Safety Partnership (WRSP), my aim is to improve road safety throughout the county. The Partnership has adopted a formal road safety strategy, at the core of which is the aim of reducing by 50% the number of death and serious injury (KSI) incidents on our roads by the year 2030. My 2025 priority is in keeping with an incremental approach to the 2030 target. The challenge that lies ahead in achieving this target should not be underestimated.

My office now chairs the Operations Board of the WRSP, 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.

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Figure 5: The Commissioner at a Warwickshire Road Safety Partnership engagement event

Warwickshire Police

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. Many more speeding motorists detected by fixed and mobile camera assets can now be dealt with, principally through an educational course option as opposed to points and fines enforcement. I will continue to scrutinise this important work that helps in making Warwickshire roads safer.

Victims Needs Assessment

Under the focus area of Road Safety, Staffordshire University have recently completed the 'Warwickshire Road Victims Needs Assessment', which I commissioned. This is a comprehensive and ground-breaking piece of research that clearly evidences the needs of the bereaved and those suffering life-changing injuries on Warwickshire roads. It also shows beyond doubt that the pioneering work of the commissioned Warwickshire 'Independent Road Victims Advocate' (IRVA) is needed and highly valued by those who use the IRVA services. The needs assessment strongly recommends developing this service into a longer-term commissioned service, and this is now being progressed by my office.

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Community Speed Watch

I continue to be a passionate supporter of Community Speed Watch, which enables communities to help themselves. There are now nearly 70 groups around the County with over 600 volunteers helping to make Warwickshire roads safety by deterring excess speed.



Figure 6: Joining police and volunteers at the launch of a new Community Speed Watch scheme in Milverton. Picture by Guy Wilson

World Day of Remembrance

Sunday 20 November 2022 marked the World Day of Remembrance for Road Traffic Victims. In recognition of the day, the Warwickshire Road Safety Partnership organised an uplifting service at St Mary's Church in Warwick, to remember the lives lost and injured on our county's roads. The well-attended event was the first in-person service we had been able to organise since the pandemic and it is believed to be the first held in the county.

Priority 4: Strengthen communities.

Focus area: Involving communities

Local Authorities

My office has contributed both to the independent review of Rugby Community Safety Partnership (CSP) and to the Home Office review of CSP's and the role of the PCC. My office also continues to work closely with the Warwickshire County Council Community Safety Team to develop and mature the community safety collaboration

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between our two organisations, which has included work on Serious Violence Prevention, Safer Streets and Crime Prevention.

Volunteer schemes

I operate two volunteer schemes to assist with the activities and scrutiny of Warwickshire's two custody facilities at the Justice Centres at Nuneaton and Leamington Spa. These volunteers have continued to offer significant assistance and I am very grateful to every member who has played a role in improving the criminal justice system.

Independent Custody Visitors

The Independent Custody Visitor (ICV) Scheme, which I am mandated to host and govern by the Home Office, continues to operate in Warwickshire. The North and South ICV Panels meet regularly and yearly events support county wide learning and new initiatives, participating in productive conversations about ways to improve and strengthen the scheme and the ICVs' activities in Custody.

Appropriate Adults

In addition to the longstanding ICV scheme, I now also host a volunteer Appropriate Adult scheme. This enables Warwickshire Police to provide best-practice provision for vulnerable adults in custody, where the dedicated volunteers provide an invaluable support service.

The significant advantages of this scheme are realised by the detainees, Warwickshire Police, and my office. The vulnerable detainees have the benefit of being supported by a local resident who is a fellow member of their community, has knowledge of local matters, and can attend quickly with little notice. The force has the benefit that they can call on a local person who can attend within a short space of time and at little cost. My office consequently has the benefit of additional first-hand insights into the treatment and welfare of detainees in the care of Warwickshire Police, information with which to effectively 'hold to account' the chief constable.

This scheme was the winner of last year's Lord Ferrers Award in the OPCC team category, where a panel of judges select a winner and runner-up from each category on the basis that they meet the following criteria:

- A high-quality piece of work: The nomination demonstrates effectiveness, creativity, well planned work and that the person or team nominated played a leading role in its design, implementation, or delivery.
- A measurable impact: The nomination demonstrates how the person or team have achieved and sustained a measurable impact for the benefit of policing or communities.
- Inspiring contribution: The nomination demonstrates a positive and inspiring contribution to others within policing.

On 13 October 2022, the award ceremony was held in London and Emma Daniell attended to accept the award on behalf of my office and the volunteers. I am incredibly pleased that this exemplary work has been formally recognised.

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Focus area: Crime prevention

Of course, prevention of crime is not the sole responsibility of the police and as such my office are actively working with the police, statutory agencies, and third sector organisations to ensure that prevention and diversion is a central tenet of their operations.

In respect of Community Safety Partnerships (CSP), Section 6 of the Crime and Disorder Act 1998 requires 'Responsible Authorities' (commonly referred to as a Community Safety Partnership) in a local government area to work together in formulating and implementing strategies to tackle local crime and disorder in the area. There is currently ongoing a national review of the role of CSP's and I await the review's conclusions and recommendations with a keen interest.

My office has reviewed and renewed its ongoing successful collaboration with Warwickshire County Council's Community Safety Team to ensure that the focus of activity conducted over the next few years supports shared priorities in my Police and Crime Plan 2021-2025, and in the County's Community Safety Agreement. This collaboration with our local authorities has also resulted in securing of additional funding from central Government to support crime prevention and community safety initiatives, with an additional £354,000 of funding received from the Home Office under the Safer Streets Round 4 grant fund. This, along with an additional £198,000 of local match funding, will result in a range of improvements and interventions at locations across the county.

My policy officer for these matters attends Warwickshire Police's 'Proactive Policing and Prevention Steering Group'. It is quite clear that the force is committed to the prevention of crime as a 'golden thread' to its policing activities, where effective offender management and early problem solving are critical to avoiding chronic repeat offending and recurring crime patterns. The successful evolution of the force's 'Harm Hub' to the 'Prevention Hub' under the Empower change programme is critical to delivering on this ambition. Of note, is that the general victim services that I commission with Victim Support are co-located and tightly integrated at the Hub.

Focus area: Partnership working

Gypsy, Roma, Traveller

Gypsy, Roma, Traveller (GRT) issues continue to be a sensitive and complex area, so I am pleased to report that my office, in collaboration with the Warwickshire Police's GRT lead, has now completed a refresh of the Unauthorised Encampment County Protocol and the document has been circulated and adopted by all partners. I will be holding an event later in the year to further promote the Protocol and to review the most recent legislative changes on civil and criminal trespass to promote the need for effective partnership working.

There have been also some positive developments at the Woodside traveller site, Oxford Road, near Ryton on Dunsmore, where there have historically been some tensions. Following representations by my Deputy PCC to Rugby Borough Council, improvements have been put in place and several joint operations conducted to engage with those involved in criminality.

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The GRT History Month falls in June 2023, and with a view to further developing positive relationships with the GRT communities of Warwickshire, I am presently exploring opportunities to engage with the young members of these communities.

Anti-Social Behaviour case reviews

Occasionally, my office receives correspondence in relation to Anti-Social Behaviour (ASB) in Warwickshire and seeks to assist individuals to articulate their concerns with relevant operational partners, such as Warwickshire Police and the county's local authorities. One option available for individuals is to request an ASB Case Review, formally known under statutory guidance as a 'Community Trigger'. This is a mechanism for effected individuals to escalate their concerns. Where such a request is refused, or the outcome of a review remains personally unsatisfactory, I may be called upon to consider an appeal.

Requests for an ASB Case Review appear to be on the rise in the county, where I have recently received two appeals in short succession. My office has therefore consulted with our community safety partners and have agreed to convene a meeting to discuss this subject and the county's approach to ASB and Case Reviews to ensure that the approach is current and reflects recent guidelines.

The Big Conversation

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



Figure 7: The 'Big Conversation' Conference

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 activity needed to address the issue through a coherent public health approach. At

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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.

Priority 5: Deliver better justice for all.

A key priority of my Police and Crime Plan 2021-2025 is to '**deliver better justice for all**'. I am therefore pleased to have recently appointed Dr Grace Boughton as my new Criminal Justice lead working within my Policy and Partnership Team of the OPCC. This role subsumes the responsibilities of the former 'Local Criminal Justice Board' (LCJB) manager and so is a vital role in assisting both myself as chair of the LCJB, and more widely the criminal justice partners, in seeking improvements for victims and witnesses, and progressing the delivery of local criminal justice services.

Focus area: Victims and witnesses

Victim Support continue to be the main support service for victims of crime in Warwickshire. Victim Support ensure every single victim of crime receives a copy of the Code of Rights for Victims of Crime 2021 to ensure the 12 rights of victims as defined by the Code become well established and delivered by the criminal justice agencies in Warwickshire. Dealing with approximately 2,000 referrals per quarter their standard of service delivery is consistently strong and victim satisfaction rates with the service received is consistently high.

It was also very pleasing to receive excellent feedback during the year 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.

My office 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 LCJB for consideration.

I am concerned about the impact the current court situation continues to have on victims in Warwickshire, and on the delivery of effective justice in a sensible timeframe for perpetrators. Locally, pressures continue in the court system with back logs and limited capacity to reduce back logs. This is reflected in the fact that the force's Witness Care Unit currently have a substantial number of victims and witnesses in the system awaiting court outcomes. It will take some time to return to a pre-pandemic 'normality', but I am committed to leading our criminal justice partners to ensure we are applying our best efforts.

Finally, I am cognisant that the Government has now introduced the Victims and Prisoners Bill into Parliament, with the intention of progressing it to statutory legislation. There has been much consultation and provision of evidence with the Government on this topic and I have been actively involved in that process. I very much welcome the arrival of the new statute as it demonstrates a strong will from all quarters to do more for victims and witnesses.

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Focus area: Improved communication

As the Chair of Warwickshire's LCJB I can confidently report that the Board continues to be well attended and functional. Nevertheless, in Warwickshire we always seek to improve where possible, therefore the LCJB will undergo a refresh directed by my new Criminal Justice lead and recently received LCJB revised national guidance.

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 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.

Focus area: Justice outcomes

When understanding the current, post-pandemic Criminal Justice landscape, it is evident that my team and I must continue to prioritise working in partnership with all key agencies to ensure that the Criminal Justice System (CJS) operates as smoothly as possible for Warwickshire residents who may transcend through the CJS either as victims - survivors, witnesses, or perpetrators. With my support Warwickshire Police are engaged in Operation Safeguard, which involves using cells at its police stations to temporarily accommodate prisoners to ease the pressure on the limited capacity of the H.M. Prison Service.

Significant work has been undertaken during the year to improve the awareness and uptake of Restorative Justice (RJ), which is provided by Victim Support in addition to their commissioned victim service. My office 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 continues work in supporting Warwickshire Police in its journey to prepare for the new 'Two Tier Out of Court Disposal Framework', which is due to be implemented by the end of 2023. This framework requires significantly different practices in relation to out of court disposals and the provision of appropriate pathways for offenders, with the intention of reducing reoffending and to ensure appropriate justice outcomes.

Operation Soteria

Warwickshire Police are involved in Operation Soteria, a national research and change programme looking to transform the police response to rape and serious sexual offences (RASSO). The programme brings together police forces with

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academics and policy experts to use new insight to enable police forces to build more effective investigations, to deliver lasting improvements to the experiences of victim-survivors and ensure that our communities can be confident that perpetrators will be brought to justice. Both RASSO and VAWG are critical areas of work for policing, consequently I am taking an active interest in the progress of Operation Soteria, including requesting quarterly updates to be provided at LCJB meetings.

4. Assurance and scrutiny

My principal obligations as a police and crime commissioner include: -

1. To secure that the police force is efficient and effective.
2. To hold the chief constable to account for the exercise of his functions and the functions of the persons under his / her direction and control.
3. To secure the maintenance of the police force, by setting the budget.

The following are some examples of the arrangements that are in place to facilitate these statutory requirements: -

4.1 Police and Crime Plan monitoring

The OPCC have introduced a Quarterly Assurance Meeting to assess progress against the objectives and the success measures of the Police and Crime Plan 2021-2025.

From September 2022, a clear approach to monitoring has commenced, designed to ensure that there is clear evidence of the progression of the Police and Crime Plan objectives (as above).

There are five overarching principles that governed the development of the Performance monitoring to ensure that it is:

- **Transparent:** Clear and pre-determined performance measures and interventions.
- **Consistent:** A uniform approach across all five priority areas, at different levels of the system, and across different types of providers.
- **Proactive:** Thresholds for intervention that identify underperformance at an early stage, so that it can be swiftly addressed.
- **Proportionate:** Intervention is related to risk and appropriate to the local circumstances.
- **Focused:** On recovery initial interventions will focus on improvement and will include action to address the root causes of issues, including 'system-level' risk.

The performance monitoring has been developed to demonstrate principles for change. The consistency and transparency will better enable all parts of the system

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to work together to tackle underperformance and managed by the OPCC via Red, Amber, Green (RAG) status rating.

The following table provides the OPCC assessment at quarter 4 year-end as to the status of the objectives and focuses of the Police and Crime plan 2021-2025, in terms of delivering the stated success measures: -

Overall Rating			
Priority Area	Sub- Focus area		
Fight crime and reduce reoffending	Amber	Violent crime	Amber
		Organised crime	Amber
		Re-offending	Green
Deliver visible and effective policing	Amber	Extra officers	Amber
		Neighbourhood policing	Amber
		Transforming the force	Amber
Keep people safe and reduce harm	Amber	VAWG	Amber
		Vulnerability	Amber
		Road safety	Amber
Strengthen communities	Amber	Involving communities	Amber
		Crime prevention	Amber
		Partnership working	Amber
Deliver better justice for all	Amber	Victims and witnesses	Amber
		Improved Communication	Red
		Justice outcomes	Red

Figure 8: Table of Police and Crime Plan objectives – RAG rated.

4.2 HMICFRS Inspection

On 14 October 2022, HMICFRS published its 2021/22 inspection into Warwickshire Police. The grading assessment were: -

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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 9: HMICFRS assessment for Warwickshire Police 2021/22

Whilst I welcomed 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 did 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. As a result, I can provide reassurance that the force's Empower change programmes, both planned and already under way, will improve its overall performance. These plans were described by the HMICFRS inspectors as a cause for optimism, but clearly it will be important to understand how effective these changes are once implemented.

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 was recognised by the inspectorate, which found 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.

4.3 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

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Measures have been introduced as an element of its Beating Crime Plan. The measures therefore set out the Government's key national priorities on crime: -

- 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.

These measures are monitored on a quarterly basis against a national baseline of June 2019, as selected by the Home Office and are published on the OPCC website, in compliance with the Specified Information Order 2011. They can be found at: www.warwickshire-pcc.gov.uk/key-information/national-policing-and-crime-measures/

4.4 Strategic Policing Requirement

The Strategic Policing Requirement (SPR) sets out those threats which, in the Home Secretary's view, are the biggest to public safety and must be given due regard by Police and Crime Commissioners when issuing or varying Police and Crime Plans. It supports PCCs as well as Chief Constables to plan, prepare and respond to these threats by clearly linking the local response to the national, highlighting the capabilities and partnerships that policing needs to ensure it can fulfil its national responsibilities.

A revised version of the SPR was published in February 2023 which provided strengthened detail around the action required from policing at the local and regional level to the critical national threats. The 2023 SPR sets out seven identified national threats. These are as follows:

- Serious and Organised Crime (SOC)
- Terrorism
- Cyber
- Child Sexual Abuse
- Public Disorder
- Civil Emergencies

These remain from the 2015 version with the addition in 2023 of Violence Against Women and Girls (VAWG), reflecting the threat it presents to public safety and confidence.

Given this annual report is for the year April 2022 to March 2023, I will not respond in detail to the revised SPR due to the timing of its publication. However, I am confident I have given due regard to the six threat areas identified in the previous SPR in my

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Police and Crime Plan and in my role holding my Chief Constable to account. VAWG, while not previously contained in the SPR, nonetheless is a key issue. As one of the focus areas in my current Police and Crime Plan, it already has a high priority and has been highlighted in this report.

4.5 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 in the county, I have a weekly meeting with the Chief Constable to discuss topical issues and matters of concern. In addition, each month I hold a formal 'Governance and Performance Board' (GPB) with the Chief Constable and senior officers from the force and the OPCC. The schedule of meetings incorporates an in-depth scrutiny of force performance and finance, along with topical issues of interest. At each GPB meeting a 'Focus' topic is selected for additional scrutiny: -

- April 2022: National Crime and Policing Measures
- May 2022: Road Safety
- June 2022: Performance / Health and Wellbeing
- July 2022: Public Engagement and Contact
- August 2022: Neighbourhood Crime
- September 2022: Performance / Serious Organised Crime
- October 2022: Domestic Abuse, and Rape and Serious Sexual Assault
- November 2022: Victims and Witnesses
- December 2022: Performance / Empower-People
- January 2023: Safeguarding children
- February 2023: Offender Management
- March 2023: Performance / Victims Code

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

4.6 Professional standards and police complaints

High standards of behaviour of those working in policing is essential to ensuring that people have trust and confidence in those who serve them. I hold the force to account on their approaches to finding and addressing those who do demonstrate the values of the profession.

Warwickshire Police's Professional Standards Department (PSD) is responsible for the management of complaints against police officers and police staff. The Independent Office for Police Conduct (IOPC) retains this responsibility for more serious and complex investigations.

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I, and members of my team, meet regularly with senior managers from PSD to scrutinise performance data and raise any issues of concern. In addition, my office is represented at the force's Ethics Board, to explore ethical dilemma, enabling me to have a better understanding of matters of interest.

Since February 2020, I have had responsibility for carrying out the appeals for complaints that have been dealt with by Warwickshire Police. The Independent Office for Police Conduct (IOPC) retains this responsibility for more serious and complex complaints. These are called complaint reviews and enable members of the public dissatisfied with the outcome of the process undertaken by Warwickshire Police to make a representation for it to be reviewed.

Since this legislation came into effect, the OPCC have conducted 111 complaint reviews and have subsequently made recommendations to Warwickshire Police to improve service delivery in 46 of these cases - all recommendations have been accepted by the force, with one exception.

This responsibility to conduct complaint reviews provides me with a good insight as to the issues and themes that result in public complaints and provides me with an avenue to formally remedy a member of the public's continued dissatisfaction with the service provided by the force.

Complaint reviews are a mandatory responsibility, but there are further areas in which I could have a role if I determine this would offer a better service to the public. I continue to keep this under consideration.

5. Governance

5.1 Police and Crime Panel

It is vitally important that my activities as the Police and Crime Commissioner are statutorily reviewed to provide a 'check and balance' to the decisions that I make and the authority that I hold. The Police and Crime Panel principally perform this role, as explained in the Policing Protocol 2011.

An important distinction is that the Panel is not responsible for 'holding to account' either the Chief Constable or Warwickshire Police, its purpose is to function as a 'critical friend' to me by providing both support and challenge to my role as PCC. Over the year the Panel met several times to discharge its important statutory functions.

I would like to take this opportunity to formally express my great appreciation and thanks for to the members of the Panel, both past and present, for the public serving support and challenge that they have provided to me during the past year.

The meeting papers for the Panel can be found at:

<https://democracy.warwickshire.gov.uk/ieListMeetings.aspx?Committeeld=136>

5.2 The Joint Annual Governance Statement

The Joint Annual Governance Statement reflects the established governance framework, and it is published alongside the annual accounts of the PCC. The joint corporate governance framework also sets out how governance operates for both the Chief Constable and the PCC.

5.3 Joint Audit and Standards Committee

A Joint Audit and Standards Committee (JASC) serves to scrutinise both Warwickshire Police and my position as the PCC. The JASC consists of five members, all independently recruited for their professional skills and expertise and meets quarterly and consider matters relating to internal and external audit, corporate governance, monetary management, standards, and ethics risk registers and HMICFRS action plans.

I would like to take this opportunity to formally express my appreciation to the members of the JASC for their rigorous scrutiny that they have provided during the year. The papers for the meeting can be found at: -

<https://www.warwickshire-pcc.gov.uk/key-information/joint-audit-committee/>

5.4 Regional collaboration

At the regional level, the four forces of Warwickshire Police, West Mercia Police, West Midlands Police and Staffordshire Police and their respective PCCs collaborate across several specialist areas of policing, to increase efficiency and effectiveness and to meet their obligations under the Strategic Policing Requirement (SPR).

There are formal collaborations in place across regional organised crime, counter terrorism, police air support, public order training and the delivery of police training to the new recruits. The four forces also work together across several other specialist policing capabilities such as firearms and roads policing, and Warwickshire has a bi-lateral collaboration with West Midlands Police for the provision of forensic services.

Governance of the collaborative activity primarily takes place at the Regional Governance Group made up of the four PCCs and four Chief Constables. The structure enables oversight and collective decision-making in respect of the formal collaborations. It also provides a forum for oversight of national programmes that may have local and regional implications. This activity is facilitated by two Regional Policy Officers, jointly funded by the four PCCs. They provide policy support and scrutiny of the regional collaborations and lead the coordination of regional criminal justice governance arrangements.

5.5 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/>

6. Engagement

It is hugely important that the public's voice is fully heard by the police and other agencies. As an elected representative 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.

My Communications and Engagement Strategy determines the engagement activities I and my office conduct in support the Police and Crime Plan focus area to Strengthen Communities. In doing so, it outlines several strategic objectives with the intention that all communications or consultation activity would derive from one or more of four strands. These are to: -

- **Inform:** Communities and service users have a clear understanding of the role, priorities, services, activities and achievements of my role.
- **Engage:** Communities have opportunities to engage with me and the wider OPCC to raise issues, highlight the priorities that are important to them and gain feedback on the actions taken to address them.
- **Assure:** Communities have trust in the OPCC and are confident that public money is used wisely and in accordance with the priorities of the Police and Crime Plan. They are also assured that the OPCC meets its statutory obligations and is effective in holding the force to account and delivering an efficient and effective policing service.
- **Involve:** Residents, service users, partners and businesses are involved in decision making, helping to shape and scrutinise service delivery and allowing them to take action to make communities safer.

An outline workplan of activity in support of these objectives is contained within the strategy, with identified internal, external and stakeholder audiences.

6.1 Engagement activity

Together with Emma Daniell as my Deputy PCC, we are committed to an extensive and expanded programme of engagement and consultation so that we fully understand local policing issues and criminal justice needs. We are supported by the OPCC Engagement Officer to help us reach as many people across Warwickshire as possible.

As well as attending numerous town and parish council meetings during the course of the year, I undertook a programme of direct community engagement. These included a presence with our own OPCC stand at markets in Warwick, Southam and Stratford, as well as an OPCC presence alongside Neighbourhood Watch at the Atherstone Motor Show. My Deputy also joined partners in a Community Safety Surgery organised by the Safer Neighbourhood Team at Whitnash.

Face-to-face engagement opportunities were held in Rugby in association with the Street Pastors, while we spoke to local people at a drop-in surgery organised by The

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Makery in Nuneaton. I also joined the Warwickshire Police stand at Kenilworth Show and attended several rural crime events.

Over the course of these events we met with well over 3,000 individuals of all ages and backgrounds and all corners of the county.

Among the of the more notable events and engagements over the year included: -

Volunteers' celebration

This event, held jointly with the force, was a celebration of the many volunteers across policing. In particular it recognised the efforts that volunteers continued to make during the pandemic, where they provided their time and energy despite the considerable pressures on everyday life that we all experienced. Volunteers from across the force area attended Leek Wootton and awards were presented to several individuals for their outstanding contribution. Among those recognised were members of the Independent Custody Visitors and the Appropriate Adults, both schemes administered by my office.

Warwickshire Pride

I would like to highlight the attendance of my office at the Warwickshire Pride in August 2022, where we held the first of our expanded programme of community engagement. For the first time, the OPCC had a stand at the event for the entire day giving us the opportunity to talk to festival attendees and explain my role and our work and gain feedback on a wide range of subjects. The event was extremely well-attended, and we engaged with more than 240 individuals across the course of the day.

Force visits

Across the course of the year my Deputy and I have undertaken numerous visits to police stations, force departments and operational policing bases to engage with a wide range of personnel and volunteers. This has including officers on patrol in Coleshill, Nuneaton and from the Greys Mallory policing base near Warwick. My Deputy also visited patrol policing teams during the busy festive period, including the early hours of Christmas Eve.



Figure 10: Deputy Commissioner Emma Daniell visited patrol policing teams as they began their shift in the busy festive period on Christmas Eve.

More recently, I visited Stuart Ross House in March to celebrate with staff the one-year anniversary of its opening as the force's new Operations Communications Centre.

6.2 Consultation activity

Gaining feedback from the public and allowing residents to have a say on how policing services are delivered in the county is another critical element of my Consultation and Engagement Strategy. Through the expanded programme of summer and autumn events, I was able to heavily promote the 'Your Police, Your Views' survey, which sought feedback from residents and representatives of the business community on the community safety priorities that matter most across Warwickshire.

I actively promoted the consultation online, through social media and public engagement events. In doing so, my office distributed over 500 leaflets advertising the online survey, as well as more than 100 paper copies of the survey. A series of face-to-face and online engagement sessions gathered further feedback during January 2023.

The aim was to find out what works well and what needs improvement across Warwickshire, as well as understanding the public's attitude to the overall funding of policing in the county. This information was vital to helping me set a budget for policing in 2023/24 that was both responsive to public's feedback and the needs of

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the force, while still enjoying widespread support for any changes to the police portion of Council Tax.

As part of this process, Emma Daniell and I also 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.



Figure 11: Warwickshire Police Junior Cadets at the budget setting exercise

Importantly, the results of the survey highlighted areas for improvement which have directly influenced the spending priorities in the years ahead, while still enabling a balanced budget which ensures the force continues to focus on providing value for money.

During the year I also promoted a number of external consultations organised by bodies such as the Association of Police and Crime Commissioners and the Victim's Commissioner, which have helped provide valuable insight into aspects of police performance and experiences within the Criminal Justice System.

7. Commissioned services

In total my office financed over £1.4m of commissioned services in 2022/23 partly funded from Ministry of Justice grants and also from local funding sources. These services include general support services for victims to help them cope and recover in addition to providing other specialist victims services in the high harm areas such as domestic abuse, rape, sexual assault, and drugs and alcohol support, through a variety of outreach services and referral centres.

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2022/23 has also been a successful year, for securing external funding to finance other project and commissioned work with partners following a series of grant applications by the OPCC in response to government funding opportunities. These awards have helped to fill gaps in the system, increase capacity and better meet local need. My office secured £0.822m of additional funding from the Ministry of Justice for each year of the next three years to further enhance the local provision of sexual violence and domestic abuse services, including the number of advisors to support victims based on an evidence needs-based approach, which is having a significant effect on the number of referrals and also reducing wait times for those receiving much needed support. This is in addition to £0.200m secured from the Home Office and spent in 2022/23 to provide a bespoke domestic abuse perpetrator programme in Warwickshire, to divert perpetrators away from future offending, whilst also offering parallel therapy and counselling support to connected victims.

Whilst the current commissioned services have continued in 2022/23 to support thousands of victims, much work has also been undertaken throughout the year to prepare for the recommissioning of some of these services from April 2023, to ensure that they remain fit for purpose, meet victims needs and support the objectives of my Police and Crime Plan.



Figure 8: Four organisations were successfully awarded the OPCC's commissioned services

The full procurement process to commission the following five victim support services for Warwickshire has now been completed: -

1. Lot 1: General victim support
2. Lot 2: Sexual violence and abuse
3. Lot 3: Child exploitation
4. Lot 4: Modern Slavery and Human Trafficking
5. Lot 5: Restorative Justice

In December 2022, awards were made to the following service providers: -

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1. Lot 1: Victim Support
2. Lot 2: Safeline
3. Lot 3: Barnardo's
4. Lot 4: West Midlands Anti-Slavery Network
5. Lot 5: Victim Support

This commissioning cycle has extended the services now offered to victims and includes an additional £50,000 for the provision of a specific service to support the victims of Modern Slavery and Human Trafficking (MSHT), and a further £60,000 for a separate and dedicated service to support restorative justice services as part of the criminal justice process.

All of these newly commissioned services will commence on 1 April 2023 for a duration of three-years, with an option to extend for up to a further two-years. Each provider will submit performance reports and attend quarterly performance monitoring meetings with the leads in my office.

Work to jointly recommission the Adult Sexual Assault Referral Centre support service from April 2024 onwards was also commenced in 2022/23 with colleagues in policing regionally, and with NHS England. This work will continue throughout 2023/24, along with other drugs and alcohol support service commissioning to ensure that adequate service provision in each of these areas is in place from April 2024. A new commissioned service is also planned from September 2023 to meet the needs of road victims and their families. I have previously supported the provision of an independent road victims' advocacy service through my annual grants programme, but now recognise the value to commissioning this service over the medium term, and work is well underway and will continue in order to achieve this.

8. Grant Scheme

In 2022/23 I made £0.469m of funding available for small annual grants and funding for our four local Community safety partnership's. This was in addition to a further £0.350m of funding to support and enhance our partnership working arrangements across the county to deal with initiatives including rural, cyber-crime, business crime and prevent work. Further details on all the projects that have received funding in 2022/23 are available on the website

I was delighted to able to host our first in-person Grant Recipients' event since 2019 due to the pandemic. The event was very well attended, and the delegates heard from previous grant recipients on the positive impact that my grants have made to their service users. The event also offered a networking opportunity for the organisations to understand each other's work. It also allowed me to meet with representatives of many of the organisations receiving a grant through my scheme to thank them for the excellent work they conduct across the county.



Figure 13: Recipients of the Police and Crime Commissioner's Grants Scheme

On 5 December 2022, my office launched the Commissioner's Grants Scheme for 2023/24 to support the five main objectives of my Police and Crime Plan, with the two overarching themes of 'prevention' and 'diversion'. We received almost 70 grant applications in total against a total budget of £510,000, split across three funding pots - small grants, road safety and community safety partnerships. The comprehensive evaluation and due diligence processes have now been completed and the awards made.

The details of the awards are published on the OPCC website. The grants scheme is specific funding for a twelve-month period and the projects will commence from April 2023 and will cover the period to the end of March 2024. Any further funding is subject to organisations applying in future years.

8.1 Road Safety Grants Scheme

The Road Safety Grants Scheme is aimed to be a holistic mix of behavioural change, and education, to achieve sustainable solutions and interventions that focus on reducing deaths and serious injury. The projects were 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. In 2022/23 I made a budget of £0.250m available to fund such projects, by inviting bids from suitable applicants.

The applicants were able to apply for grants between £1,000 and £10,000 for road safety focussed projects, although where clear evidence of need was identified I considered larger applications of up to £25,000.

8.2 Additional funding

Safer Streets 4

Following the success in 2021/22 of securing over £1m of additional funding into Warwickshire from the Ministry of Justice and the Home Office through the submission of various bids, my office also submitted applications to the Home Office for additional funding under the Safer Streets 4 programme - over £350,000 of funding has consequently been awarded to complete various interventions through to September 2023.

The OPCC is the lead partner for the receipt and allocation of the funding, working with partners who will deliver initiatives and projects in various localities across Warwickshire to address Violence Against Women and Girls (VAWG), Anti-social Behaviour (ASB), and prevent neighbourhood crime. This investment has enabled my office and the county's local authorities to: -

- Establish a Safer Streets 4 Steering Group chaired by the Warwickshire County Council Community Safety Manager, with strong engagement from across the partnership.
- Since 21st November 2022, appoint a Safer Street Officer hosted by Warwickshire County Council. This role is proving successful in overseeing the project, establishing effective communications with the relevant partners, and ensuring the project is meeting specific milestones.
- Deliver environmental interventions in Nuneaton, Rugby, Stratford, and Leamington

Serious Violence Duty funding

My office has secured funding from the Home Office to assist the specified authorities in Warwickshire to support the implementation and delivery of the Serious Violence Duty. My office acts in the capacity as 'Grant Holder' on behalf of the Home Office, with local responsibility for ensuring effective allocation and utilisation of the funds. We have therefore been working closely with local Duty Holders, in particular Warwickshire County Council, to put in place the necessary financial, governance and oversight arrangements.

9. 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 is essential that I achieve value for money and seek to drive out inefficiencies and maximise effectiveness wherever possible.

9.1 Value for money

Each year our external auditors consider whether the arrangements that I and the chief constable have in place for securing economy, efficiency and effectiveness are adequate. In November 2022, as part of the 2021/22 statutory audit, I am pleased to

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confirm that they concluded that against their criteria for financial sustainability and improving economy efficiency and effectiveness they identified no significant weaknesses in arrangements identified and no improvement recommendation were made, and they specifically reported that they were satisfied that there are appropriate arrangements in place to understand and manage risks in respect of financial resilience. Against the governance criteria they have identified that there are no significant weaknesses but have recommended that the review of policies needs to be undertaken in a timelier fashion, and work to review these in the force and PCC is ongoing.

The recommissioning of a significant number of high value services due to commence in April 2023, through an open and transparent process is just one example to demonstrate the approach and value for money services supported by the OPCC, and I will continue to ensure that the chief constable delivers value for money in operational policing through the holding to account process.

9.2 Annual budget for 2022/23

In 2022/23 I approved an increase in the precept of 3.85%, which supported a fully costed net budget of £121.438m to deliver the Police and Crime Plan priorities. Over 95% of the annual budget is delegated to the chief constable to deliver operational policing. The 2022/23 revised capital budget also includes separate provision of £10.701m for capital investment in longer life assets including estates, fleet and ICT to further support the effective delivery of policing in Warwickshire.

2022/23 outturn position - revenue

The actual outturn for the 2022/23 revenue budget is £119.738m, which is £1.700m less than the £121.438m net revenue budget. The net budget has been funded by £64.254m from central government grant, £57.134m from precept and a small £0.050m reserve transfer.

This forecast outturn has been closely monitored and reported to my team and I on a regular basis throughout the year. The underspent outturn position has arisen primarily due to underspends on officer, staff and PCSO pay and increased income. The underspend has been allocated to reserves at year-end, and will be used to partially fund future services, notably capital investment thus reducing the need to borrow. The underspend on pay is however temporary, and the achievement of the baseline uplift officer headcount of 1,100 must be sustained after April 2023, to secure future payments of the uplift grant in 2023/24.

The increased income in 2022/23 has arisen from a number of different issues including one-off regional organised crime unit funding, increased incentivised officer uplift funding, increased mutual aid payments for supporting policing in other areas, including Operation London Bridge and the policing of the Commonwealth Games, in addition to income from camera enforcement work and income from continuing high demand for national contractor vetting services. Income is an increasingly important element of our annual budget and risks associated with the national contractor vetting service and other income streams are being monitored closely as part of the monthly reporting and holding to account process.

2022/23 outturn position – capital

The actual outturn for capital in 2022/23 is £9.039m across estates work, ICT projects and fleet replacement. This has been funded primarily through a combination of direct revenue financing, reserves, S106 funding and borrowing. This investment has provided the funding for the commencement of the Empower estate and tech workstreams, and it will help to ensure that our estate and fleet are both compliant and fit for purpose, and that we continue to invest in digital services to maintain the infrastructure that will help to improve our productivity and efficiency and avoid the re-accumulation of 'technical debt', that was addressed in recent years, following our exit from the former alliance arrangements.

Reserves

Reserve levels remain resilient and total £15.013m at 31 March 2023. This is an increase of £0.707m. Reserves provide the main mechanism for managing risk in an increasingly uncertain world, although a proportion will also be used to fund capital and meet other commitments over the medium term in line with our MTFP and reserve strategy, which show reserve levels reducing but being maintained at just above £10m over that period. Although reserves are one-off, they can also provide time to identify more permanent savings, by funding ongoing expenditure on a temporary or one-off basis, or to help manage any known timing fluctuations evident across the medium term in funding and costs.

Statement of Accounts

The 2022/23 Statement of Accounts for the force and OPCC have been produced and published on the 31 May 2023 and the external audit is due to commence in early June 2023. Warwickshire PCC and force were amongst 12% of reported public bodies nationally who achieved the publication deadlines for their 2021/22 audited accounts and finance staff will be working hard to meet the 30 September 2023 audit deadline for the 2022/23 statements.

9.3 Annual budget and Police Precept 2023/24

In preparing the budget for 2023/24, there were several key principles that both the chief constable and I agreed were fundamental to the proposals I was putting forward. They are supported through my Police and Crime Plan and the force's strategic plans and form the backdrop to how we will deliver improvement to Warwickshire Police. We want to see: -

- More police officers and PCSOs to increase public confidence, boost visibility of policing in neighbourhoods and improve the effectiveness of investigations.
- improvements to how the public contact the police, through better customer service, reduced waiting times on 101 and better access within communities, such as at customer resolution centres.
- Improved efficiency, making best possible use of the investments in ICT made in the past few years to reduce bureaucracy and increase productivity.

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- An enhanced police estate, with buildings that are fit for purpose for the people that use them and retain the geographic footprint around the county, further improvements to vehicles used by the force and a reduced carbon footprint with lower energy use.

That's why I proposed to increase the Precept by 5.3%, considerably below the current rate of inflation. This is equivalent to £14 per year on an average Band D property, or around 27 pence per week. Those in lower Council Tax bands will pay proportionately less and there is considerable help and support for those on lower incomes, including through the Council Tax relief schemes offered by our District and Borough Councils.

On 6 February 2023, a meeting of the Police and Crime Panel was convened to fulfil their statutory function to consider my proposals for the Precept, the Panel voted to support my proposal.

This funding will provide the Chief Constable with the resources to employ an additional 10 Police Officers to be deployed within local policing, thereby boosting visibility and helping address communities' concerns. To improve the customer contact experience and reduce wait times, 15 extra call handlers will be employed, while new customer Resolution Centres with consistent and longer opening times will be available seven days a week at our police stations in Nuneaton, Leamington, Rugby, and Stratford.

Among many other enhancements designed to improve the service to the public, this budget will help to ensure Warwickshire Police continues to operate on a sound and sustainable basis into the future. It is also a key part of my strategy to reduce crime, support victims and make communities safer.

9.4 The Medium-Term Financial Plan (2023/24 to 2027/28)

The medium-term financial plan (MTFP) was fundamentally reviewed as part of the 2023/24 budget setting process. It covers the five-year period to 2027/28 and is based on a number of assumptions and known information regarding all items of expenditure and income. It is an important element of our financial planning and to ensure that we are resilient and sustainable into the future. Approximately 80% of the annual revenue expenditure relates to pay related costs, for officers and staff, and pay inflation continues to be a significant risk in our budget and across the medium term, as does high non-pay inflation, which impacts on the buying power of our budget. This too has created a significant cost pressure in 2023/24 and beyond.

The 2023/24 budget and MTFP shows an increasing reliance on income, which is receivable from a variety of sources, including road safety work and the force upscaling its work as the national lead provider for contractor vetting services, and the risks associated with this are understood and are being monitored. Despite this increase in income the MTFP has identified a £3m gap between core funding and operating expenditure over the medium term, which must be bridged to deliver a balanced budget. The chief constable has committed to delivering £1m of savings from April 2024, which I hope can be achieved from improving productivity and greater efficiency, but I look forward to receiving her options for achieving this in the

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coming months. My aim remains to deliver a financial strategy and MTFP, which is affordable, sustainable, and resilient, which factors in the risk that the current challenges pose and which in turn supports the delivery of the Police and Crime Plan and effective policing in Warwickshire.

10.Look ahead to 2023/24

I hope that you have enjoyed reading this report, and that it goes some way to demonstrate the breadth and volume of activity I have been involved in. I am always keen to hear from residents and communities and to have an opportunity to listen to the matters that concern people. I commit to using my role to make Warwickshire safer, influencing strategically where I am able.

Looking forward to 2023/2024, I have set a clear direction of travel through the new Police and Crime Plan and have committed to strategic activity, working with partners on shared priorities and holding to account the chief constable for the activity and performance of Warwickshire Police.

I am planning a continued series of engagement and consultation activity across the next 12-months. I am already committed to attending several partnership engagement events which provide a forum for community members to engage with Warwickshire Police regarding concerns about hate incidents. I will continue to work with Equip, the Youth Parliament and other organisations to reach wider and more diverse audiences.

The OPCC will again have a stall at Warwickshire Pride in Leamington Spa and will also be attending the Nuneaton Pride event in the summer. The Kenilworth Show in June will also provide an opportunity to engage with people from across the rural communities of Warwickshire.

I am also planning a range of engagement events across the county, including in Rugby, Coleshill, Atherstone, Nuneaton, Bedworth, Whitnash and Shipston, as well as continuing to speak at town and parish council meetings across the county.

Following the success of the engagement events at town centre markets, my office is again organising stalls in our market towns for the year ahead. I will use each event as an opportunity to gain feedback through my refreshed 'You Police, Your Views' survey.

I look forward to seeing as many of you as I can in the coming months.