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Warwickshire Police and Crime Plan

2021-25

Reduce crime, support victims, make communities safer

Draft: Version 1.5

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Message from the Commissioner

To follow.

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Introducing the Chief Constable

One of the principle responsibilities of a Police and Crime Commissioner is to appoint the Chief Constable for the local force. In June 2021 I was delighted to select Debbie Tedds to be the new Chief Constable of Warwickshire Police, the first woman to hold the role in the more than 160-year history of the county police force.

Message from the Chief Constable to follow.

Policing in Warwickshire

- Each year Warwickshire Police receives 290,000 calls, of which 80,000 are for 999 emergency incidents.
- There are around 43,000 recorded crimes
- More than 11,000 domestic abuse cases are tackled every year.
- Annually around 4,000 offences are reported linked to cyber crime.
- Every year around 325 people are involved in collisions on our roads which result in death or serious injury.
- Warwickshire's population is growing – it is expected there will be an extra 24,000 people living in the county by 2025.

[Graphic to show latest force establishment]

How the plan was developed

As Police and Crime Commissioner, one of my main roles is to be the voice of the public on matters of policing and public safety. To do that, I need to engage widely and truly understand the issues that concern local people. That's why the priorities of this plan have very much been shaped by what you have told me; in the emails, letters and conversations I have had over the last five years of office, as well as during the election campaign.

They are backed up by extensive research, with detailed responses from our public consultations analysed to provide a rigorous evidence base to draw conclusions from. This includes a 10,000 person survey carried out in 2020 to ask you exactly what you thought the plan's main areas of focus should be. Other research, such as Warwickshire County Council's 'You Say' Survey 2020, the Crime Survey of England and Wales and feedback from victims of crime have also helped to shape my understanding of how you perceive policing and the criminal justice system.

I've also been careful to listen to the feedback you have given each year as part of the budget setting process, as how we finance the plan is just as important as what it delivers. I will focus resources on the areas you have highlighted, while always ensuring that the best value for money is achieved.

The work of sector advocates, such as the Victim's Commissioner, has also been considered when formulating the final priorities, along with input from the Chief Constable and partners across Warwickshire.

So while this plan is the mechanism for creating an even safer county for us all, the main priorities contained within it are set by the things you have told me through all these information sources, aligned with the expert opinions of those involved in the frontline of community safety. They are the issues which are raised as the most important or need the greatest focus within Warwickshire and they will always remain the foundation for my activity.

I will keep the plan under regular review to ensure it is continuing to address the right issues. I will engage extensively with communities across Warwickshire and if you tell me in the future that there are new issues which need to be addressed as a priority, or if there are major developments in national policy which demand change, I will refresh the plan accordingly to reflect these.

Your top priorities for the police locally

1. Respond quickly to emergency calls
2. Investigate and detect serious crime
3. Prevent and reduce serious crime
4. Focus on crimes committed against the vulnerable
5. Policing of online cybercrime
6. Provide a visible police presence in my neighbourhood

Source: Warwickshire Police/OPCC Public Perceptions Survey 2020

The crimes that concern you most locally

1. Having your home broken into and something stolen
2. Being a victim of cyber security crime
3. Having your car stolen
4. Having something stolen like a purse/wallet or bag
5. Having things stolen from your car
6. Being attacked by a stranger

Source: Warwickshire County Council Your Say Community Safety Survey 2020

Your priorities for grant funding

1. Protection of children
2. Sexual offences
3. Domestic abuse
4. Victim support services
5. Road safety
6. Mental health

Source: Warwickshire Police/OPCC Public Perceptions Survey 2020

National crime issues that concern you most

1. Knife crime
2. Supply of illegal drugs
3. County Lines crime leading to violence
4. Cyber crime
5. Fraud
6. Serious and organised crime

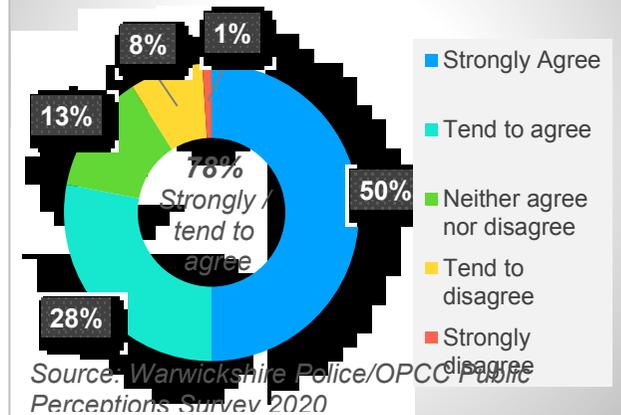
Source: Warwickshire County Council Your Say Community Safety Survey 2020

The aspects of victim care most important to you

1. Bringing offenders to justice at court
2. Safeguarding from harm
3. Being kept informed
4. Detection of the crime
5. Ease of contact
6. Initial action

Source: Warwickshire Police/OPCC Public Perceptions Survey 2020

Taking everything into account I have confidence in Warwickshire Police



Plan on a page

Vision: Communities across Warwickshire feel safe and supported, with crime investigated effectively, better outcomes achieved and reoffending reduced, leading to increased confidence in the criminal justice system.

To achieve this, my priorities are to:

1. Fight crime and reduce reoffending

*Shared outcome:
Co-ordinated action disrupts and deters the most serious and harmful crimes and those which cause most concern to communities, with offenders brought to justice and less likely to reoffend.*

2. Deliver visible and effective policing

*Shared outcome:
A visible police presence with strong welfare support deals effectively with local issues through innovative use of resources, delivering value for money for the taxpayer.*

3. Keep people safe and reduce harm

*Shared outcome:
Women and girls are protected from violence, vulnerable people are safeguarded and there is a sustained reduction in the numbers of people killed and seriously injured on our roads.*

4. Strengthen communities

*Shared outcome:
Communities are empowered to shape how policing and community services are developed and delivered, with strengthened partnership working building public confidence and resilience to crime.*

5. Deliver better justice for all

*Shared outcome:
Victims and witnesses have a better experience from the point of reporting crime to receiving an outcome, with clear pathways to tailored support services and improved confidence in the process.*

Areas of focus:

Violent crime

County Lines and knife crime

Organised crime

Drugs, exploitation, fraud and cyber crime

Re-offending

Substance misuse, managing offenders

Extra officers

Including staff welfare and tackling officer assaults

Neighbourhood policing

Rural crime, burglary, vehicle crime and theft

Transforming the force

Better IT, buildings and fleet, including for the environment

Violence against women and girls

Including domestic abuse, sexual violence, stalking

Vulnerability

Mental health, hate crime and homelessness

Road safety

Reducing death and injury

Involving communities

Listening to people and using volunteers

Crime prevention

Supporting communities to deter criminal activity

Partnership working

Community safety and collaboration.

Victims and witnesses

Victim and witness rights and securing specialist support

Improved Communication

Across policing and the criminal justice system

Justice outcomes

Better investigations and timelier results

Delivering value for money for the taxpayer through a good and balanced budget and efficient and effective services.

Priority 1. Fight crime and reduce reoffending

Shared outcome: Co-ordinated action disrupts and deters the most serious and harmful crimes and those which cause most concern to communities, with offenders brought to justice and less likely to reoffend.

Focus areas:

Violent crime

While Warwickshire remains a safe place to live, work and visit overall, there are a number of crime types which cause considerable harm. It is my job as Police and Crime Commissioner to ensure that these offences receive a priority focus, with coordinated action taken to bring offenders to justice and reduce the harm caused to victims, their families and the wider community.

In recent years we have seen the rise of so-called 'County Lines' gangs as the drugs trade expands from the major metropolitan areas to smaller communities like Warwickshire. With it has come concerning levels of violence, including knife crime and gang-related activity, often involving young people and targeting some of the most vulnerable members of society as victims.

I know residents want to see concerted police action taken to address violent crime. I will support Warwickshire Police in taking a zero-tolerance approach, with particular emphasis on knife crime and gang-related activity, as well as alcohol-fuelled crime. I will also look to maximise the opportunities to gain additional funding for Warwickshire from governmental schemes to make our public spaces safer and feel safer for all.

Police action alone will not solve the societal problems that underpin violent crime, so a strong partnership approach is needed. I will support and play an active part in the formulation of a county-wide violent crime strategy. This will develop a better understanding of the problem and help direct coordinated action to reduce the levels of offending.

I will also help to fund initiatives which work with young people to emphasise the dangers and consequences of carrying knives, helping them make better life choices. Through timely and effective interventions, I want to prevent young people being drawn into violence.

Organised crime

Serious organised crime impacts on many aspects of life. As well as the trade in illegal substances, organised crime groups seek to profit from modern slavery, human trafficking and child exploitation, while the online realm is another where fraudsters and scammers seek to take advantage of our increasing reliance on digital systems.

Highly organised and methodical in how they plan and carry out their offending, organised crime groups require a concerted effort to apprehend, particularly as they are no respecters of police force or indeed national boundaries.

I will ensure that Warwickshire Police continues to work closely with local partners, regional forces and national police and intelligence agencies to identify, apprehend and deter serious organised crime, bringing offenders to justice and safeguard the vulnerable. I will also continue to support the multi-agency Serious and Organised Crime Joint Action Group founded by my office to guide the local fightback against organised crime.

While the actions of organised crime groups can impact vulnerable individuals, it can also affect large sections of the population through fraud and online crime. With cyber offences now making up the most likely way that people will experience crime, a more comprehensive response is needed. I will ensure the force puts a greater priority on tackling these types of offence while also taking an active interest in how online crime is dealt with at a national level, as a new fraud and cybercrime reporting and analysis service is procured.

Re-offending

Another major focus under this plan must be to reduce the level of re-offending. All too often, people become locked into a cycle of crime, which is both personally destructive but also has a wide impact on the communities their offending takes place in. Every life successfully diverted away from crime means a set of potential victims of crime being spared.

The underlying causes of criminality need to be addressed, including drug and alcohol misuse, mental health difficulties, employment, training and accommodation needs. This includes ensuring there is adequate provision in place to reintegrate ex-offenders successfully into the community on release from prison.

Overall, the whole criminal justice system must see reducing reoffending as a key part of its work and I will use my position as Chair of the Local Criminal Justice Board to influence partners and ensure this is the case.

A multi-agency approach is also needed to manage the most complex of offenders, involving police, criminal justice agencies and other partners such as housing to ensure communities remain protected.

I will look to support organisations which help to break the cycle of crime by continuing to commission services which provide drug and alcohol interventions to those in the criminal justice system, while also supporting other schemes which support offenders and reduce reoffending through my Commissioner's Grants Scheme.

What success will look like:

- Reduced levels of serious violence, including knife crime, murder and other forms of homicide.
- Increased activity takes place to disrupt organised crime groups, leading to successful prosecution of offenders.
- Vulnerable people are safeguarded from modern slavery, human trafficking and child exploitation, with perpetrators brought to justice.
- A county-wide violent crime strategy is in place, with police working with partners to identify potential victims and perpetrators.
- Regional and national resources are maximised to support local investigations of serious and organised crime.
- Crime which emanates from outside Warwickshire, including County Lines, will be deterred.
- An improved collective response is given to fraud and cyber-crime, including support for victims and better crime prevention awareness.
- Innovative and effective initiatives to support offenders to break the cycle of crime will be supported.
- Reduced reoffending throughout Warwickshire.

Priority 2: Deliver visible and effective policing

Shared outcome: A visible police presence with strong welfare support deals effectively with local issues through innovative use of resources, delivering value for money for the taxpayer.

Focus areas:

More officers

Successful policing requires a mix of the right numbers of personnel doing the right things at the right time, responding to the concerns that matter most to the local community. This must all be achieved while ensuring the best possible value for money for the taxpayer. These ingredients, if crafted correctly, add up to a strong and resilient police force which is both effective at what it does and has the confidence of the people it serves.

Over the past five years I have been able to build strong foundations in all of these areas. Warwickshire Police has seen among the largest percentage increases in officer numbers, with record recruitment helping to restore figures back to pre-austerity levels. I now want to go even further, taking Warwickshire Police's establishment to an all-time high of 1,100 police officers by the end of 2022 and more beyond. Extra officers not only help to boost police visibility but also allow the Chief Constable the capacity to strengthen policing across the board, including within specialist teams tackling more hidden types of crime.

As a former Army Reservist, I am incredibly supportive of the role volunteers can play in policing. I want to see an expansion of the Special Constabulary within Warwickshire, with efforts to recruit more members, who have the same powers as regular officers but give their time freely to support their local community. There are opportunities to support specialist policing activity and bring skills from other sectors into policing, while neighbourhood policing can be further bolstered with individuals who will remain local to their community.

Policing remains a demanding and at times difficult job. The impact that this has on the wellbeing and mental health of individuals and their families must never be overlooked. I will work with the Chief Constable to continue ensure that all of the workforce feels both valued and well supported, with the right level of help and understanding in place to assist them when times get tough.

This also means tackling the rising tide of assaults against police and other emergency services staff. Nationally, a police officer is assaulted every four minutes, while colleagues in the ambulance service and across health and social care systems report similar concerns. I will continue to advocate for strong measures at a local, regional and national level to ensure that those responsible are brought to justice swiftly, receiving the right sentences to make it clear that such behaviour is completely unacceptable.

Neighbourhood policing

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 service, wherever they may be in Warwickshire. While there may be different priorities and challenges in urban areas or more rural parts of the county, the desire for a fair and consistent approach to solving community concerns is the same.

I have listened closely to what communities have told me are the types of crime that cause them the greatest concern. It is important these are given particular focus by the force. For example, while burglaries have reduced considerably in recent years, it remains a particularly distressing crime for victims. It is vitally important therefore that the response from the police is right. I will ensure that the force places a priority on bringing offenders to justice, with practical support for victims to help them cope and recover. I will invest in improved forensic science services to support the investigation of these and other high-impact crimes.

There is also considerable concern about vehicle crime, particularly with the rise in the theft of vehicles with keyless entry systems. Warwickshire Police's proactive team is having good successes and I will ensure that its work continues to be resourced effectively, along with increased efforts to reduce the numbers of offences taking place through better crime prevention education.

For other forms of acquisitive crime, such as theft and robbery, I will ensure the force has the technology and training needed to keep our streets safe, working with partners to reduce these types of offences from occurring. Theft from shops is a crime with real victims and must be taken seriously, especially where retail staff are confronted with violence. I will challenge the force to ensure retail crime is given an appropriate priority, with prompt responses where violence is reported or suspects are detained.

For our residents, Safer Neighbourhood Teams (SNTs) are the heartbeat of policing and a key point of contact. By taking a problem-solving approach and working with residents and other partners, they can find long-term solutions to a range of concerns. I want to see the role of SNTs protected and enhanced, ensuring they can engage effectively with communities, understand local concerns and explain what action they are taking.

In our rural areas there are other specific concerns, such as theft of agricultural equipment and livestock, wildlife crime and problems caused by large-scale fly-tipping. Through the [Rural Crime Strategy](#) I will continue to ensure these have a high profile, supporting the force's Rural Crime Team to further develop and grow, with more people, training and equipment.

Transforming the force

For our police to be as efficient and effective as possible, they must be backed up by IT systems that are modern and fit-for-purpose. I will deliver further major investments in IT to enable agile working and reduce bureaucracy, while also reflecting the changes to working

practices, accelerated during the pandemic, which support mobile working. Better digital services and information sharing with partners will also result in better data to inform how the force is run and enable more sophisticated intelligence gathering opportunities.

The buildings and fleet used by the force also need to reflect the changing world around us. Through a full review of the police estate I will safeguard the presence of policing teams in our major population centres, retaining their physical footprint while also looking at ways to maximise how accessible they are to the public and ensuring we provide visibility in all parts of the county.

As a major employer and provider of services, Warwickshire Police must make its contribution to the climate change emergency. I will ensure that the force works to reduce its carbon footprint across its estate, vehicle fleet and in its supply chains, with the longer term ambition to minimise as far as possible the environmental impact of policing.

The overall output of a transformed force must be sustained improvement in its performance, in terms of how it investigates crime, supports victims and protects people from harm. I will take heed of Her Majesty's Inspectorate reports and other forms of independent scrutiny, while also publishing regular performance reports on my website.

What success will look like:

- Warwickshire Police has 1,100 police officers by the end of 2022 and more beyond, with the right support services, IT and equipment in place to enable frontline policing to function efficiently and effectively.
- The workforce is more representative of the communities it serves and is able to recruit and retain the best people.
- There will be increased numbers of Special Constables and other forms of volunteering to assist frontline policing.
- The welfare of officers and staff is seen as a priority, particularly mental wellbeing, with support provided which is consistent with that offered to victims of crime.
- Crimes of community concern, such as burglary, vehicle crime, theft and robbery receive a strong focus from Warwickshire Police.
- Rural crime retains a high profile, with increased resources to catch offenders and support crime prevention measures.
- Police respond promptly to reports theft and robbery, particular at retail premises when staff are threatened or offenders are detained.
- Residents understand who their Safer Neighbourhood Teams are and how to contact them, with regular engagement with communities to understand concerns and feed back on actions taken.
- Police officers and staff will be supported with the right technology to deliver their roles effectively.

- The police estate is fit-for-purpose and opportunities for partnership co-location maximised.
- The environmental impact of policing is minimised and the force's carbon footprint reduces.
- Police performance shows continued improvement, with Her Majesty's Inspectorate ratings of at least 'good' or equivalent rating across all inspection areas.

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Priority 3: Keep people safe and reduce harm

Shared outcome: Women and girls are protected from violence, vulnerable people are safeguarded and there is a sustained reduction in the numbers of people killed and seriously injured on our roads.

Focus areas:

Violence against women and girls

Every year more than three million women in the UK experience rape and other forms of sexual violence, are the victims of domestic abuse, coercion, stalking, trafficking and sexual exploitation or are subject to so-called 'honour' crimes such as female genital mutilation. That's why I believe we need to see changes, both in the manner in which the state deals with these types of crime, and the efforts we put in to prevent them happening.

I want to ensure that the work already underway to tackle violence against women and girls accelerates further and delivers better outcomes for victims. I will support the formulation of a new county wide strategy to co-ordinate activity across all relevant agencies. Together we must make it clear that such violence is unacceptable and that agencies will do everything possible to support victims and bring perpetrators to justice. It will be important for policing, in particular, to demonstrate significant progress in this area and I will hold the force to account to do so.

We must also ensure that misogyny has no place within the police, criminal justice agencies or wider society as a whole. Confidence in policing and the way it tackles issues of misogyny in its own workforce needs to be restored, through the enforcement of the highest standards of officer and staff conduct. Victims also need to be reassured that criminal justice processes are supportive and effective and that those responsible for misogyny will be made to properly account for their actions.

Through all of this activity, a net aim must be to bring more offenders to justice and I will use my influence with partners at a local and national level to ensure that the appropriate resources are put in place to drive forward this agenda. This must be allied to ensuring the rights set out in the Victims' Code are also consistently delivered. Priority 5 has more detail on this.

The new [Domestic Abuse Act](#) gives additional powers to the police and I will ensure there are used effectively to bring meaningful consequences for perpetrators. I will hold Warwickshire Police to account in making effective use of domestic abuse protection notices, domestic abuse protection orders and restraining orders to ensure that victims are properly safeguarded.

To prevent re-victimisation I will also seek to fund high-quality programmes that educate and divert perpetrators from their violent and abusive behaviour, while I will continue to fund and co-commission high-quality support services for victims of domestic abuse. This ensures a holistic approach to domestic abuse that has victims and survivors at the centre.

Stalking and harassment offences are no less distressing and frightening for victims. Whether occurring in person or online, incidents must be taken seriously by the police, with measures put in place to protect the victim and ensure they do not come to harm. I will work with Warwickshire Police to ensure that officers have thorough training and are able to identify and take action against perpetrators at the earliest opportunity.

With women and girls at substantially greater risk, it is appropriate to take a gendered-focused approach to tackling these crimes, while also ensuring that there is also appropriate support for male victims, along with other groups and individuals.

With all hidden crimes it is also important to encourage more victims to come forward and report, in the knowledge that they will be taken seriously. For this reason, in these crime categories, a measure of success will actually be for crime reports to increase, though this must be aligned to all victims being offered high quality support to help them cope and recover, balanced by the assurance that repeat victimisation is reducing.

Vulnerability

Vulnerability plays a key role in both making people more susceptible to becoming a victim and impacting on their likelihood of being the perpetrator of crime and anti-social behaviour. People with mental health issues, in particular, account for a significant proportion of those who come into contact with the police. However, the police service should not end up being the service of first resort for what are essentially health-related issues, with people in crisis needing the right help from an appropriate health service. I will work to improve the multi-agency approach to ensure that the right response is provided to those with mental health needs in the criminal justice system and the wider community, to reduce the burden on policing.

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.

Despite much progress in society, incidents where people are targeted with hatred because of who they are still remain too frequent. Recent national and international events have only served to underline the need to continue to address the issues that underpin hate crime. As part of the Warwickshire Hate Crime Partnership, I will work to make it clear that hatred will not be tolerated in Warwickshire, improve awareness of how to report incidents and ensure specialist help and support is available for victims.

Vulnerable adults who come into contact with the police need to be able to understand their rights to effectively engage with police enquiries or the court process and for fair outcomes to be achieved. To strengthen existing arrangements, I will establish a new Appropriate Adults scheme using trained volunteers to assist those over 18 who may need support.

Road safety

On average, each day sees a serious collision occurring and more than 30 lives lost each year in Warwickshire through road traffic collisions. Making our highways safer for all road users must therefore be a focus for the work of the police and other road safety professionals.

As chair of the re-invigorated [Warwickshire Road Safety Partnership](#), I will push for innovative solutions to put the county at the forefront of road safety nationally. This will involve a combination of education, engineering and enforcement to develop a safe systems approach, which encourages responsible road use.

Through my Road Safety Fund I will support a range of initiatives targeted at the most vulnerable road users while also pursuing behavioural change among those who are reckless risk takers. I will also support communities to play a full and active part in making our roads safer, including schemes such as Community Speed Watch.

I will use my position as a board member of the [Road Safety Trust](#) to further support the work locally on road safety.

Overall, our collective target must be to work towards a safer highways network for all road users, with sustained reductions in the numbers of people killed or seriously injured.

What success will look like:

- Victims are confident to report harmful offences which have traditionally been under-reported, including rape, child sexual exploitation, domestic abuse, hate crime, modern slavery, stalking and harassment and other high-harm offences.
- There is increased confidence in the policing response to violence against women and girls.
- There is demonstrable progress in tackling misogyny within policing, criminal justice systems and the wider community.
- More offenders who commit crimes of violence against women and girls are brought to justice.
- There are improved outcomes for victims of domestic abuse, rape and serious sexual assault.
- There are fewer people who become repeat victims of domestic abuse.

- Vulnerable children and adults are safeguarded.
- People in a mental health crisis are dealt with by the most appropriate agency at the point of first contact and are supported when in the criminal justice system.
- Fewer people are pushed into the criminal justice system through homelessness.
- Increased awareness of and reporting of hate crime, modern slavery and exploitation, with improved satisfaction from victims in the way with which incidents are dealt with.
- Our roads are safer, with fewer people killed and seriously injured.
- Warwickshire is seen nationally as a leader in innovative road safety solutions and interventions.

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Priority 4: Strengthen communities

Shared outcome: Communities are empowered to shape how policing and community services are developed and delivered, with strengthened partnership working building public confidence and resilience to crime.

Focus areas:

Involving communities

It is also hugely important that the public's voice is fully heard by police and other agencies. That's why I am committed to continuing an extensive and expanded programme of engagement and consultation. I will meet with communities across Warwickshire at a variety of events and community meetings, using the feedback gained to ensure that the police and other agencies remain focused on the issues that matter.

This is particularly important for groups and individuals who are traditionally under-represented are actively engaged with and given the opportunity for their voices to be heard. Young people in particular are often overlooked by policy makers and I am keen to ensure that that opportunities are provided for them to be active and productive citizens. I will also continue my support of the Police Cadets, including the nomination of two PCC Cadets each year who can assist me with my engagement activities.

I will also actively support the Citizens in Policing Programme, including the successful [Citizens' Academies](#) organised by Warwickshire Police. Those taking part leave with a boosted knowledge of policing and may become more involved in the wider police family through Neighbourhood Watch or the force's Independent Advisory Groups.

Ensuring the safety and welfare of individuals when they come into police custody is also of critical importance. I will continue to organise Independent Custody Visiting Schemes for our custody facilities at Leamington and Nuneaton, ensuring that all feedback from the unannounced visits is acted upon swiftly.

Crime prevention

Preventing crime is just as important as detecting crime once it has occurred. A crime that doesn't occur is a victim that hasn't been created. By having a sustained focus on prevention, we can reduce the damage caused by crime, both in economic terms and to the lives it ruins.

Police have an important part to play in crime prevention and I will hold the Chief Constable to account in ensuring that it is as much a part of police activity as the investigation and detection of crime. When crimes do occur, I also want to ensure that victims receive the right advice to help them avoid becoming repeat victims.

This will involve closer partnership working to help our communities become more crime aware and encourage them to take the necessary precautions to ensure life is made difficult for criminals. Community safety partners are also central to these efforts and I want to encourage better coordination with the police to ensure that there is a clear vision of how crime prevention can be achieved. To assist with this activity I will continue to fund a range of crime prevention specialists in areas such as business crime and cyber crime, who can work with residents and businesses.

I will also continue to encourage citizen participation, including supporting the work of groups such as Neighbourhood Watch, Horse Watch and Business Watch schemes, which provide not only a deterrent effect on criminal activity but can help spread effective crime prevention methods to a wide audience. Overall, I want to ensure that our communities are doing all they can to make life difficult for criminals and send the strong signal that Warwickshire is not an easy target for crime.

Partnership working

Community Safety Partnerships (CSPs) have an important role in reducing crime in their local areas. They are best-placed to respond to the threats and concerns which matter to their communities and bring innovative solutions to the table. I will continue to support their activities in support of the overall vision of this plan.

I know that a frequent concern for local communities is the disruption caused by unauthorised traveller encampments and this is an area where coordinated partnership activity is essential. Police and their partners need to work closely with landowners to take swift action to deal with unlawful activity, while there is also a need to ensure that law-abiding members of the travelling community are not unfairly targeted and victimised. Previously, I brought together all of the partners and developed the county-wide protocol on dealing with unauthorised encampments and I will continue to monitor its effectiveness. I will also support local authorities in their efforts to provide appropriate transit sites for the travelling community, as this is key to reducing the issues caused by unlawful incursions on public and private property.

As Commissioner, I have a duty to ensure that opportunities to deepen partnership working are kept constantly under review. To help me do this, I will continue to chair the local Blue Light Emergency Collaboration Joint Working Group, which comprises not only the police but fire and ambulance services and mental health agencies. Through this group I will examine how closer working would benefit the community and deliver greater efficiencies. I will also continue to support close working relationships with our regional police forces.

The role of police and crime commissioners continues to evolve and in future could extend to having a greater remit for the criminal justice system and possibly also fire governance. I will keep these developments closely under review and will look to maximise opportunities to deliver more joined-up and effective services which deliver better value for money for the taxpayer, as and when they arise.

What success will look like:

- Joint engagement will ensure we understand communities and respond to local concerns.
- Young people and other under-represented groups will have a voice to influence how services are delivered.
- Public involvement with community safety agencies will build understanding and resilience in our communities.
- Independent scrutiny will build confidence in the way in which the police safeguard rights and welfare.
- Communities will become more resilient to crime, taking practical steps to reduce their chances of becoming a victim.
- All relevant authorities will be held to account in meeting their duties to protect their local communities from crime.
- Protocols to tackle unauthorised traveller encampments across the county are effective and numbers reduce.
- The impact of anti-social behaviour is reduced through better partnership working and evidence-based solutions.
- Opportunities to collaborate with other bodies inside and outside of policing are pursued where there is mutual benefit and it results in a more efficient and effective service for the public.

Priority 5: Deliver better justice for all

Shared outcome: Victims and witnesses have a better experience from the point of reporting crime to receiving an outcome, with clear pathways to tailored support services and improved confidence in the process.

Focus areas:

Victims and witnesses

No one asks to become a victim of crime, nor can they choose the services which investigate, prosecute and ultimately bring offenders to justice when they do. That's why it is vital that the institutions which make up the criminal justice system work effectively and cohesively, from the first point of contact to the final resolution of the issue.

Victims and witnesses need to be supported throughout the process, both with emotional and practical help, as well as being kept informed as to the progress of their case. Despite clear progress in recent years, it's clear from the work of the national Victim's Commissioner that more still needs to be done to ensure this is the case and that victims are truly confident in the criminal justice process.

As Chair of the Local Criminal Justice Board (LCJB), I will bring together all those responsible for the administration of justice, including youth justice services, probation and victim and witness support organisations. I want to ensure that all agencies put concerted effort in placing victims and witnesses at the heart of everything they do.

One of the key ways to do this is to listen to victims and my office will continue to chair the Warwickshire Victim and Witness Forum to ensure their feedback is both heard and acted upon. I will also keep under active review how my Warwickshire Victims and Witnesses Charter is being implemented, to ensure that the national [Code of Practice for Victims](#) is being adhered to in Warwickshire. This sets out 12 rights to which victims are entitled, along with a minimum standard that must be provided by criminal justice agencies.

I will continue to commission high-quality support in place for all victims of crime, with specialist services for those affected by the most serious offences, including victims of sexual assault and rape, domestic abuse, child sexual exploitation and other sensitive and complex offences. I will hold the Chief Constable to account in ensuring these integrate effectively across all aspects of the force's work, with the

aim of further boosting the take up of these services. Similarly, I will use my Commissioner's Grants Scheme to give funding to organisations in the voluntary and charitable sector who work with victims and also help with the rehabilitation of offenders.

Improved communication

In the majority of cases, the beginning of the journey for any member of the public interacting with the criminal justice system is the first contact they have with the police. Whether that's by getting in touch online, through face-to-face with an officer or as a result of telephoning 999 or 101, the ease and success of that first contact makes an indelible impression about the professionalism and responsiveness of the service. Too often there are barriers to that success. I want to ensure that whenever and however people make contact with Warwickshire Police they are left with a good impression and are happy with the service they receive.

Key to this is implementing better overall communication with a strong victim-focus and a customer service ethos. I will work with the force to ensure staff have the appropriate training and support to enable this. Technology will play its part and I will support the force to continuously improve its digital contact methods, however, this must not be at the expense of other more traditional methods of contact which remain important to communities. This includes ensuring that front office facilities are readily available to the public and deliver a friendly and helpful welcome to those who use them.

Similarly, improvements need to be made in the way criminal justice agencies and the courts communicate with victims and witnesses. The public expects a seamless joined-up approach but with many different agencies involved, the reality can be different. Communication can and should be improved to give victims more confidence, especially those who have suffered domestic abuse and sexual violence. Through the LCJB I will encourage all agencies to work more closely together, with a victim-first perspective brought to all aspects of their work. Removing any barriers to accessing justice and ensuring there is no racial disparity in the system will be hugely important aspects of this work.

Despite countless thousands of successful interactions, sometimes things will not go well or people will do the wrong thing. As well as providing an effective remedy in these circumstances, it is important there is learning from mistakes, as well as accountability for serious wrong-doing. As part of my focus on improving communication, I will work with the force to ensure its complaints process sets the standards for interactions with the public and is both effective and fair and, importantly, is seen to be so, with timely resolution of issues. I will support improved practice, while maintaining my independence from the process due to my role in assessing complaint reviews.

Justice outcomes

Bringing criminals to justice and achieving the right outcome for victims is more than simply arresting suspects and placing them before the courts. The whole justice system is complex and daunting for many victims and witnesses and feedback shows that not enough is

done to explain the processes or to ensure that the victim's wishes are properly considered. It can also take far too long for victims to get an outcome at court.

The effects of the pandemic have only served to heighten these concerns. A survey in 2021 by the Victim's Commissioner found that just 43% of victims would report a crime again based on their previous experiences of the criminal justice system. Just half would attend court again, down from 67% in 2020. This is clearly concerning and ensuring that victims have greater confidence and receive better outcomes must be a collective goal.

As the remit of Police and Crime Commissioners grows across other aspects of the criminal justice system, I want to use my position to positively influence change and improvement. Within policing, I will hold the Chief Constable to account in ensuring that crimes are investigated effectively, with the right evidence gathered to enable the Crime Prosecution Service to prosecute cases. In my role as Chair of the Local Criminal Justice Board, I will look to ensure that all agencies locally are working together effectively to deliver better outcomes for victims.

One powerful way that can allow victims to have their voices heard, get questions answered and make a plan to move forward is restorative justice. This gives victims the opportunity to explain to the perpetrator the harm that has been caused, while being supported and listened to by a trained facilitator. Evidence shows that in many cases this helps both victims and offenders to repair the damage of offending behaviour, while diverting people away from the criminal justice system in the longer term. I will work to ensure that restorative justice is further embedded across Warwickshire, with greater uptake from victims.

What success will look like:

- Crime investigations are carried out to a high standard, dealing effectively with offenders and ensuring the best outcome for victims.
- Satisfaction with the experience of interacting within the criminal justice system improves.
- Victims know, understand and receive their full entitlements under the Victims Code of Practice.
- High quality specialist support remains available and accessible for victims, with increased referrals from police and other agencies.
- The overall experience when contacting the police and progressing through the criminal justice system is improved.
- There is a reduction in the number of complaints against police, with problems resolved swiftly and satisfactorily.
- The lived experience of victims helps to shape and improve criminal justice processes.

- There are increased numbers of successful outcomes through the criminal justice system.
- Reduced reoffending is encouraged through effective use of out of court disposals such as restorative justice.

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How the plan fits with other national and local priorities

This plan does not stand in isolation and works in combination with a range of other national and local programmes and priorities.

National priorities

Strategic Policing Requirement

As well as the priorities set locally, all police forces are required to demonstrate that they have the plans and capabilities to respond to six national security threats set by the Home Secretary.

This is called the Strategic Policing Requirement (SPR), which identifies the current threats as follows:

- Public disorder
- Civil emergencies
- Serious and organised crime
- Terrorism
- National cyber security incidents
- Child sexual abuse.

These threats have been assessed and selected from the National Security Risk Assessment on the basis that they either affect multiple police force areas or may require action from multiple forces, resulting in a national response.

I will ensure that sufficient funding is made available to maintain Warwickshire Police's contribution to the SPR and I will hold the Chief Constable to account in responding to these national challenges. I will also work with the other Police and Crime Commissioners in the West Midlands to ensure that where regional capabilities are required to meet the SPR, these are fully in place.

Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services will also continue to assess Warwickshire Police's capacity and capability to respond to each of the identified threats.

Policing Vision 2025

The Policing Vision 2025 sets out the future for policing and will shape decisions about how police force areas use their resources to keep people safe and provide an effective, accessible and value for money service that can be trusted. It has been developed by the National Police Chiefs' Council and Association of Police and Crime Commissioners, in consultation with The College of Policing, National Crime Agency, staff associations and other policing and community partners. All Chief Constables and Police and Crime Commissioners in England and Wales have signed up to the Vision.

Beating Crime Plan

The Government's Beating Crime Plan represents a commitment from the very top to tackle crime and ensure everyone has the security and confidence that comes from having a safe street and a safe home. I will work with the police and local partners to deliver on the government's ambitions, which align squarely with the priorities you want to see delivered here in Warwickshire.

Other national strategies

There are a range of other national strategies which this plan has been designed to complement. They include the [National Policing Digital Strategy 2020/30](#), which outlines how digital can transform key dimensions of the police's operational activity and other plans which set out how policing and other agencies will tackle issues such as violent crime, violence against women and girls and the policing sector's response to the climate emergency.

Local priorities

Effective partnership working is vital to achieving the objectives set out in this plan. Working together to achieve a safer Warwickshire is vital, not only to ensure pressures on resources can be alleviated but also to maximise the effectiveness of combined activities. I remain fully committed to working in partnership with Warwickshire County Council and Community Safety Partnerships to achieve this. For this reason, the plan will work alongside the Community Safety Agreement to demonstrate the firm commitment we share to address the priorities and objectives you have told us are most important.

Equally, this plan must help to direct the force's strategic direction and the further development of the Warwickshire Police [Fit for the Future 2020-25](#) programme.

Similarly, the plan also takes into account developments in the criminal justice arena and will complement the strategic plans of the Local Criminal Justice Board.

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Equality and diversity

As Commissioner, I have a statutory duty to hold the Chief Constable to account on the delivery of public equality duties, as described in the [Equality Act 2010](#). The legislation legally protects people from discrimination in the workplace and in wider society. It also means that public bodies have to consider all individuals when carrying out their day-to-day work – in shaping policy, in delivering services and in relation to their own employees.

In fulfilling these duties, I want to ensure that the police and other criminal justice agencies work to eliminate discrimination, advance equality of opportunity and foster good relations among all communities as they deliver their work.

Within policing, the recruitment of extra officers provides the opportunity to ensure that the makeup of the workforce is truly representative of the many diverse communities who live and work in Warwickshire. Through a strong Positive Action programme, I want to encourage more people from communities and backgrounds who are less represented currently to consider joining Warwickshire Police in any of the many roles available. The programme will also help to develop and encourage people to stay and progress within the organisation and help find future leaders.

There remain disparities which draw particular concerns from the public and it is important to ensure there is independent scrutiny of these areas to help build trust and confidence. Use of force and stop and search powers by the police are two such examples where, when used proportionately and with sufficient grounds to justify their use, can be effective in tackling criminal activity. They do however remain deeply divisive, particularly among Black, Asian and Minority Ethnic individuals who feature disproportionately in the statistics. I will work to ensure there is proper independent scrutiny in place, with detailed analysis undertaken to understand the disparities in the use of these powers. Where these exist without explanation, I will hold the police to account in reducing them.

Across the wider criminal justice system there is concern about racial disparity, as highlighted by the [Lammy Review of 2017](#). Through the Local Criminal Justice Board I will monitor how well local agencies are working to address racial disparity. It is essential that the disparities in the treatment of and outcomes for Black, Asian and Minority Ethnic people are understood and firm action taken to eliminate them. Only then can the public have full confidence in a justice system that is fair, open and accessible to all.

I must also ensure that the services I commission either jointly with partners or independently as an office are accessible to all. My commissioning principles will include undertaking needs assessments for services to ensure they are inclusive and that any barriers to access are identified and removed.

Keeping track of progress

In delivering this plan I will use a wide range of different information to assess how well the priorities are being delivered. Each priority already has a set of indicators of success and I will use information drawn from a variety of sources to evidence progress.

This will include police data and publicly available performance information, such as the Warwickshire Police Performance Dashboard, Her Majesty's Inspectorate of Constabulary and Fire & Rescue Service (HMICFRS) reports, partnership information, internal and external audit reports and public consultations. Satisfaction measures will be evidenced through the Crime Survey of England and Wales together with other surveys of victims of crime.

In drawing conclusions from this wealth of data, I will be using the following key questions to gauge the overall success of delivery of the plan:

1. How safe do people feel in our communities?
2. How well are we preventing and reducing crime?
3. How well are vulnerable people safeguarded?
4. How safe are people on our roads?
5. How well are we doing at reducing re-offending?
6. How well are victims supported to cope and recover from the effects of crime?
7. How well do victims and witnesses engage with the criminal justice process?
8. How confident are people in the police?
9. How confident are people in the criminal justice system?

Achievements against the Police and Crime Plan will be formally reported to the Warwickshire Police & Crime Panel and to the public through an Annual Report, which will be published on my website.

National Crime and Policing Measures

The National Crime and Policing Measures set out the Government's key national priorities on crime, with an emphasis on pursuing reductions in 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.

The objectives of my Police and Crime Plan have been formulated with these priorities in mind and I will report to the public how Warwickshire Police is performing against these measures, with data published at regular intervals on my website.

Holding to account

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

- Have regular meetings held in both public and private to hold the Chief Constable to account for the delivery of an efficient and effective police service
- Undertake performance accountability meetings with the senior team across the force to assess all aspects of policing.
- Receive quarterly budget monitoring reports to ensure a balanced budget is delivered.
- Ensure delivery against the Strategic Policing Requirement.
- Use my role as Chair of the Local Criminal Justice Board to monitor the provision of an effective and efficient criminal justice system in Warwickshire.
- Review and respond to reports from Her Majesty's Inspectorate and ensure service improvements are implemented.

Funding the plan

It is essential that our police have the right resources to be able deliver the high-quality services that public both expects and deserves. It is equally important that the financial position has long-term sustainability and takes sufficient account of the funding pressures on policing, criminal justice and victims' services, particularly in smaller counties like Warwickshire. Budgets must also deliver value for money for the taxpayer and ensure that resources are well-used and correctly focused on the priorities outlined by the public through this plan.

I am committed to setting a 'good and balanced' annual budget, that delivers the priorities set out in this plan and does not rely on non-core funding to finance routine costs. This may require savings to be identified that can be reinvested, but will also promote a culture of seeking efficiencies and improved productivity from our investments to ensure the force is resilient financially and operationally into the future.

At the same time, I am supportive of the transformational change that Warwickshire Police is undertaking to improve efficiency and productivity to deliver improved services across the county but recognise that this needs adequate funding. I will work with the Chief Constable to achieve this.

Funding sources

There are two main sources of funding for Warwickshire Police; central government grants and a portion of local Council Tax funding, which is known as the police precept. As Commissioner, I have the power to vary the level of the police precept each year and with it being responsible for around 46% of the total budget, any adjustments make a considerable impact in the resources that are available for policing. In making these decisions, I will continue to consult the public and weigh the impact of any precept increases on households against the cost pressures to seek a fair outcome with taxation levels as low as possible while protecting local services.

Policing is now more complex than ever, yet the funding formula which underpins how each force receives its share of central grants is decades old and widely acknowledged as unfit for purpose. I will continue to engage with Government and partners to secure a fair funding settlement, underpinned by a revised formula which provides multi-year settlements, takes account of the contributions local taxpayers make and does not unfairly penalise smaller, more rural forces like Warwickshire.

Warwickshire's population also continues to expand and the creation of major new housing developments continues apace, with the number of households projected to increase by almost 20 percent by 2041. Currently, when these new developments are built, planning regulations require builders to pay a one-off cost, known as an 'infrastructure levy' to help finance the local amenities which the new households will require. While contributions towards some amenities such as schools, play areas and transport must be considered

automatically, provision for policing services is not and must be negotiated on each occasion. While we have been fortunate to secure good agreements with developers in recent times, I believe planning reform is needed to make consideration of policing services compulsory. I will work with my Commissioner colleagues and the Government to achieve this, with the resultant funding helping to contribute to the costs of police buildings and equipment required.

Securing value for money

I will ensure that value for money from all of our spending is foremost, and will seek to do this by working with the Chief Constable to create a more efficient and productive force. I will:

- challenge the force to allocate funding from the balanced budget to deliver high quality cost effective services that meet the needs of our local communities and address the priorities set out in this plan.
- ensure reserve levels are adequate, and that they are used prudently to manage risk and known costs, and not to fund routine ongoing expenditure, which will help to create a sustainable and resilient Warwickshire police force.
- support the transformation programme, by investing in technology and innovation to improve resilience and support for front line officers
- ensure that the Chief Constable manages our current collaboration agreements effectively and reviews opportunities for other partnership working, locally, regionally and nationally, where they can bring benefits to local services and provide increased value for money
- ensure that our estate, vehicles and equipment provided to officers and staff are fit for purpose, acknowledge the importance of environmental sustainability and support the provision of locally based high quality services across the county, and,
- hold the Chief Constable to account for the delivery of value for money services and monitor the performance and outcomes.
- pursue better efficiency and economies of scale wherever possible through opportunities for joint procurement. In my role as a board member of Blue Light Commercial Limited, a national police procurement company, I will look to ensure there are opportunities for the 43 police forces of England and Wales to procure things sustainably and prudently, including in areas such as fleet, utilities, insurance and legal services.

Commissioning and grant funding

I will also seek to ensure that my own office also achieves value for money from all of our expenditure, through effective engagement with partners and the commissioning of services which meet the needs of victims and provides improved services.

Each year my office receives around £700,000 each year from the Ministry of Justice to commission services for victims and witnesses of crime. My office has also been successful in attracting over £1.1m of additional government funding for the next two years, to support victims of domestic abuse and sexual violence and improve service provision. I will continue to consider any bidding opportunities for additional funds, working with partners to ensure we make the most of opportunities to gain additional funding which benefits Warwickshire residents.

I will also work with organisations large and small across the public, private, charitable and voluntary sectors, continuing to support their work to meet the objectives set out in this Police and Crime Plan. This will be delivered through an effective and robust annual grants process. My office will also work with our partners and provide financing to improve community and road safety and to help address rural, hate, cyber and business crime initiatives. Other initiatives to reduce re-offending, support perpetrators of crime to reform their ways and youth diversionary schemes will also be a continued focus for my grant funding.

Further details on the annual grants process and funding availability, which usually commences in the autumn, can be found on the [OPCC website](#).

Roles and responsibilities

